
**ICS-300: Intermediate ICS for
Expanding Incidents**
EMI Course Number: G300

**Student Manual
September 2005**

Purpose	<p>This course provides training on and resources for personnel who require advanced application of the Incident Command System (ICS).</p>
Who Should Attend	<p>The target audience for this course is for individuals who may assume a supervisory role in expanding incidents or Type 3 incidents. Note: During a Type 3 incident, some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. These incidents may extend into multiple operational periods.</p> <p>This course expands upon information covered in the ICS-100 and ICS-200 courses. These earlier courses are prerequisites for ICS-300.</p>
Course Objectives	<p>The course objectives are as follows:</p> <ul style="list-style-type: none">▪ Describe how the NIMS Command and Management component supports the management of expanding incidents.▪ Describe the incident/event management process for supervisors and expanding incidents as prescribed by the Incident Command System (ICS).▪ Implement the incident management process on a simulated Type 3 incident.▪ Develop an Incident Action Plan for a simulated incident.
Training Content	<p>The training is comprised of the following lessons:</p> <ul style="list-style-type: none">▪ Unit 1: Course Overview▪ Unit 2: ICS Fundamentals Review▪ Unit 3: Unified Command▪ Unit 4: Incident/Event Assessment and Incident Objectives▪ Unit 5: Planning Process▪ Unit 6: Incident Resource Management▪ Unit 7: Demobilization, Transfer of Command, and Closeout▪ Unit 8: Course Summary

Unit 1: Course Overview



**Unit 1:
Course Overview
Intermediate ICS for
Supervisors and Expanding
Incidents**



Visual Description: Course Introduction

Key Points

This course focuses on ICS for supervisors in expanding incidents. This course builds on the ICS-100 and ICS-200 courses.



Instructor Introductions

- Name, job title, and organization
- Experience using the Incident Command System (ICS)



Unit 1:
Course Overview

Visual 1.2

Visual Description: Instructor Introductions

Key Points

Your instructors will introduce themselves, providing you with information about their background and experience with the Incident Command System (ICS).



Unit Objectives

- Describe the scope and objectives of this course.
- Explain how your assigned team will operate during this course.



Unit 1:
Course Overview

Visual 1.3

Visual Description: Unit Objectives

Key Points

By the end of this unit, you should be able to:

- Describe the scope and objectives of the course.
- Explain how your assigned team will operate during this course.



ICS-300 Course Objectives (1 of 2)

- Describe how the NIMS Command and Management component supports the management of expanding incidents.
- Describe the incident/event management process for supervisors and expanding incidents as prescribed by the ICS.



Unit 1:
Course Overview

Visual 1.4

Visual Description: Course Objectives (1 of 2)

Key Points

This course is designed to provide overall incident management skills rather than tactical expertise. Additional courses are available on developing and implementing incident tactics.

By the end of this course, you should be able to:

- Describe how the NIMS Command and Management component supports the management of expanding incidents.
- Describe the incident/event management process for supervisors and expanding incidents as prescribed by the Incident Command System (ICS).



ICS-300 Course Objectives (2 of 2)

- Implement the incident management process on a simulated Type 3 incident.
- Develop an Incident Action Plan for a simulated incident.

This course is designed to enable personnel to operate efficiently during an incident or event within the Incident Command System. This course focuses on management of expanding incidents.

Unit 1:
Course Overview

Visual 1.5

Visual Description: Course Objectives (2 of 2)

Key Points

By the end of this course, you should be able to:

- Implement the incident management process on a simulated Type 3 incident.
- Develop an Incident Action Plan for a simulated incident.

The description of a Type 3 Incident includes:

- When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident.
- Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions.
- A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team.
- The incident may extend into multiple operational periods.
- A written IAP may be required for each operational period.

Source: U.S. Fire Administration



Student Introductions

- Name, job title, and organization
- Experience using ICS



Unit 1:
Course Overview

Visual 1.6

Visual Description: Student Introductions and Expectations

Key Points

Introduce yourself by providing:

- Name, job title, and organization.
- Experience using ICS.
- Expectations for this course.



Jot down some notes below on what you hope to learn in this course.



Instructor Expectations

- Exhibit mutual cooperation with the group.
- Be open minded to new ideas.
- Use what is presented in the course to perform effectively within an ICS organization.
- Participate actively in all of the training activities and exercises.
- Return to class at stated time.

Unit 1:
Course Overview

Visual 1.7

Visual Description: Instructor Expectations

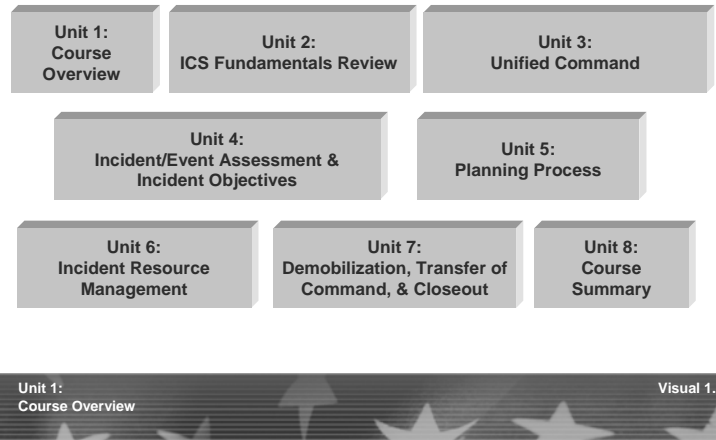
Key Points

During this course, you will be expected to:

- Cooperate with the group.
- Be open minded to new ideas.
- Use what you learn in the course to perform effectively within an ICS organization.
- Participate actively in all of the training activities and exercises.
- Return to class at the stated time.



Course Structure



Visual Description: Course Structure

Key Points

This course includes the following eight lessons:

- Unit 1: Course Overview (Current lesson)
- Unit 2: ICS Fundamentals Review
- Unit 3: Unified Command
- Unit 4: Incident/Event Assessment and Incident Objectives
- Unit 5: Planning Process
- Unit 6: Incident Resource Management
- Unit 7: Demobilization, Transfer of Command, and Closeout
- Unit 8: Course Summary



Course Logistics

- Course agenda
- Sign-in sheet
- Housekeeping
 - Breaks
 - Message and telephone location
 - Cell phone policy
 - Facilities
 - Other concerns



Unit 1:
Course Overview

Visual 1.9

Visual Description: Course Logistics

Key Points

Your instructor will review the following logistical information:

- Sign-in sheet
- Housekeeping issues:
 - Breaks, including lunch breaks
 - Message and telephone location
 - Cell phone policy, including instructions on turning cell phones to “meeting” or “vibrate” during class times
 - Facilities
 - Other concerns



Successful Course Completion

- Participate in unit activities/exercises
- Achieve 70% or higher on the final exam
- Complete the end-of-course evaluation



Unit 1:
Course Overview

Visual 1.10

Visual Description: Successful Course Completion

Key Points

In order to successfully complete this course, you must:

- Participate in unit activities/exercises.
- Achieve 70% or higher on the final exam.
- Complete the end-of-course evaluation.



Activity: Team Formation

Instructions:

1. The instructor will assign you to a team.
2. Meet in your assigned team to:
 - Introduce yourselves and state how you can contribute to the team.
 - Select a team leader who will keep the group on task during assignments.
 - Discuss how you will operate as a team during this course.
3. Be prepared to report your team leader's name and operating ground rules in 15 minutes.

Unit 1:
Course Overview

Visual 1.11

Visual Description: Activity: Team Formation

Key Points

Purpose: The purpose of this activity is to provide the opportunity for the team members to introduce themselves, choose a team leader, and decide how they will operate during activities and exercises throughout the course.

Instructions:

1. The instructor will assign you to a team.
2. Meet in your assigned team to:
 - Introduce yourself and state how you can contribute to the team (e.g., summarize team discussions on easel charts for presentation to the class, serve as a spokesperson for the team when needed, actively participate in team discussions).
 - Select a team leader who will keep the team on task during assignments.
 - Discuss how you will operate as a team during activities, exercises, and other assignments throughout this course.
3. Be prepared to report your team leader name and operating ground rules in 15 minutes.

Topic

Summary



Summary

Are you now able to:

- Describe the course scope and objectives?
- Explain how your assigned team will operate during this course?



Unit 1:
Course Overview

Visual 1.12

Visual Description: Summary

Key Points

Are you now able to:

- Describe the course scope and objectives?
- Explain how your assigned team will operate during this course?

The next unit is ICS Fundamentals Review.

Unit 2: ICS Fundamentals Review



Unit 2: ICS Fundamentals Review



Visual Description: Unit Introduction

Key Points

This unit provides a review of basic ICS organizational and staffing concepts.

Topic

Unit Objectives

**Unit Objectives (1 of 2)**

- Describe how ICS fits into the Command and Management component of NIMS.
- Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives.
- Describe reporting relationships and information flow within the organization.
- Match responsibility statements to each ICS organizational element.

Unit 2:
ICS Fundamentals Review

Visual 2.2

Visual Description: Unit Objectives (1 of 2)

Key Points

By the end of this unit, you should be able to:

- Describe how ICS fits into the Command and Management component of NIMS.
- Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives.
- Describe reporting relationships and information flow within the organization.
- Match responsibility statements to each ICS organizational element.

Note: These objectives were developed by the National Wildfire Coordination Group (NWCG) and were revised in coordination with the U.S. Department of Homeland Security (DHS) in 2005.



Unit Objectives (2 of 2)

- List the ICS positions that may include Deputies and describe Deputy roles and responsibilities.
- Describe differences between Deputies and Assistants.
- Describe how incidents can best be managed by appropriate and early designation of primary staff members and by delegating authority to the lowest practical level.
- List the minimum staffing requirements within each organizational element for at least two incidents of different sizes.

Unit 2:
ICS Fundamentals Review

Visual 2.3

Visual Description: Unit Objectives (2 of 2)

Key Points

By the end of this unit, you should be able to:

- List the ICS positions that may include Deputies and describe Deputy roles and responsibilities.
- Describe differences between Deputies and Assistants.
- Describe how incidents can best be managed by appropriate and early designation of primary staff members and by delegating authority to the lowest practical level.
- List the minimum staffing requirements within each organizational element for at least two incidents of different sizes.



Activity: Defining ICS

Instructions:

1. Working as a team, answer the questions below:
 - What is ICS?
 - What are three benefits of ICS?
 - What is a nonemergency situation in which ICS could be used?
2. Record your answers on chart paper.
3. Choose a spokesperson and be ready to present your answers to the group in 10 minutes.

Unit 2:
ICS Fundamentals Review

Visual 2.4

Visual Description: Activity: Defining ICS

Key Points

Purpose: The purpose of this activity is to define ICS in detail by answering a series of questions.

Instructions:

1. Working in your teams, answer the questions below:

- What is ICS?
- What are three benefits of ICS?
- What is an example of a nonemergency situation in which ICS could be used?

Note: You should refer to the review materials beginning on the next page to help you formulate your answers.

2. Record your answers on chart paper.
3. Choose a spokesperson and be ready to present your answers to the group in 10 minutes.

ICS Review Materials: ICS History and Features

Incident Command System (ICS)

ICS was developed in the 1970s following a series of catastrophic fires in California's urban interface. Property damage ran into the millions, and many people died or were injured. The personnel assigned to determine the causes of these outcomes studied the case histories and discovered that response problems could rarely be attributed to lack of resources or failure of tactics. Surprisingly, studies found that response problems were far more likely to result from inadequate management than from any other single reason.

The Incident Command System:

- Is a standardized management tool for meeting the demands of small or large emergency or nonemergency situations.
- Represents "best practices" and has become the standard for emergency management across the country.
- May be used for planned events, natural disasters, and acts of terrorism.
- Is a key feature of the National Incident Management System (NIMS).

As stated in NIMS, "The ICS is a management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to enable effective and efficient domestic incident management. A basic premise of ICS is that it is widely applicable. It is used to organize both near-term and long-term field-level operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. ICS is used by all levels of government—Federal, State, local, and tribal—as well as by many private-sector and nongovernmental organizations. ICS is also applicable across disciplines. It is normally structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration."

ICS Review Materials: ICS History and Features

ICS Features

The 14 essential ICS features are listed below:

- **Common Terminology:** Using common terminology helps to define organizational functions, incident facilities, resource descriptions, and position titles.
- **Modular Organization:** The Incident Command organizational structure develops in a top-down, modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.
- **Management by Objectives:** Includes establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities; and directing efforts to attain the established objectives.
- **Reliance on an Incident Action Plan:** Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the contexts of both operational and support activities.
- **Chain of Command and Unity of Command:** Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that every individual has a designated supervisor to whom he or she reports at the scene of the incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.
- **Unified Command:** In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.
- **Manageable Span of Control:** Span of control is key to effective and efficient incident management. **Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates.**
- **Predesignated Incident Locations and Facilities:** Various types of operational locations and support facilities are established in the vicinity of an incident to accomplish a variety of purposes. Typical predesignated facilities include Incident Command Posts, Bases, Camps, Staging Areas, Mass Casualty Triage Areas, and others as required.
- **Resource Management:** Resource management includes processes for categorizing, ordering, dispatching, tracking, and recovering resources. It also includes processes for reimbursement for resources, as appropriate. Resources are defined as personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities.
- **Information and Intelligence Management:** The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence.

ICS Review Materials: ICS History and Features

ICS Features (Continued)

- **Integrated Communications:** Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures.
- **Transfer of Command:** The command function must be clearly established from the beginning of an incident. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.
- **Accountability:** Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:
 - **Check-In:** All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
 - **Incident Action Plan:** Response operations must be directed and coordinated as outlined in the IAP.
 - **Unity of Command:** Each individual involved in incident operations will be assigned to only one supervisor.
 - **Span of Control:** Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
 - **Resource Tracking:** Supervisors must record and report resource status changes as they occur.
- **Deployment:** Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

Topic

National Preparedness and ICS Requirements



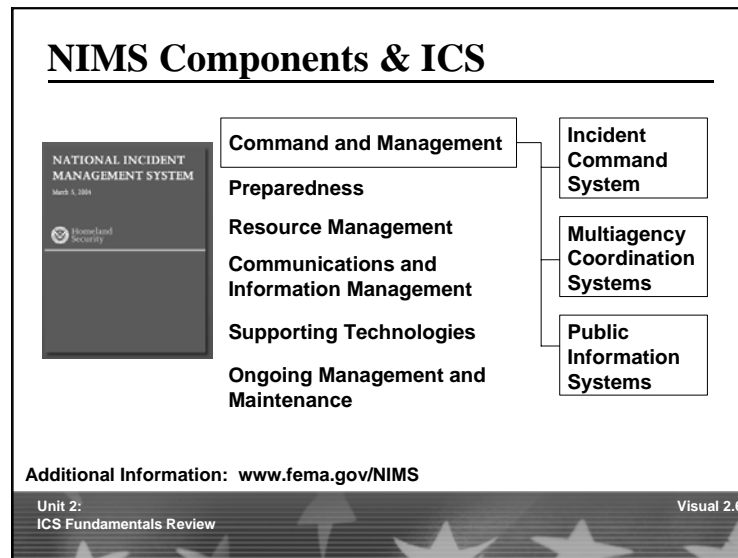
Visual Description: Homeland Security Presidential Directives (HSPDs)

Key Points

Presidential directives mandate the use of ISC. Complex 21st century threats, exemplified by the horrific events of September 11, 2001, demand that all Americans share responsibility for homeland security. All levels of government, the private sector, and nongovernmental agencies must be prepared to prevent, protect against, respond to, and recover from a wide spectrum of major events that exceed the capabilities of any single entity. These hazards require a unified and coordinated national approach to planning and to domestic incident management. To address this need, Homeland Security Presidential Directive 5: Management of Domestic Incidents (HSPD-5) and Homeland Security Presidential Directive 8: National Preparedness (HSPD-8) establish the following national initiatives that develop a common approach to preparedness and response.

- **HSPD-5** identifies steps for improved coordination in response to incidents. It requires the Department of Homeland Security (DHS) to coordinate with other Federal departments and agencies and State, local, and tribal governments to establish a National Response Plan (NRP) and a National Incident Management System (NIMS).
- **HSPD-8** describes the way Federal departments and agencies will prepare. It requires DHS to coordinate with other Federal departments and agencies and State, local, and tribal governments to develop a National Preparedness Goal.

Together, NIMS, the NRP, and the National Preparedness Goal define what needs to be done to prevent, protect against, respond to, and recover from a major event, how it needs to be done, and how well it needs to be done. Together, these related efforts align Federal, State, local, tribal, private sector, and nongovernmental preparedness, incident management, and emergency response plans into an effective and efficient national structure.



Visual Description: NIMS Components & ICS

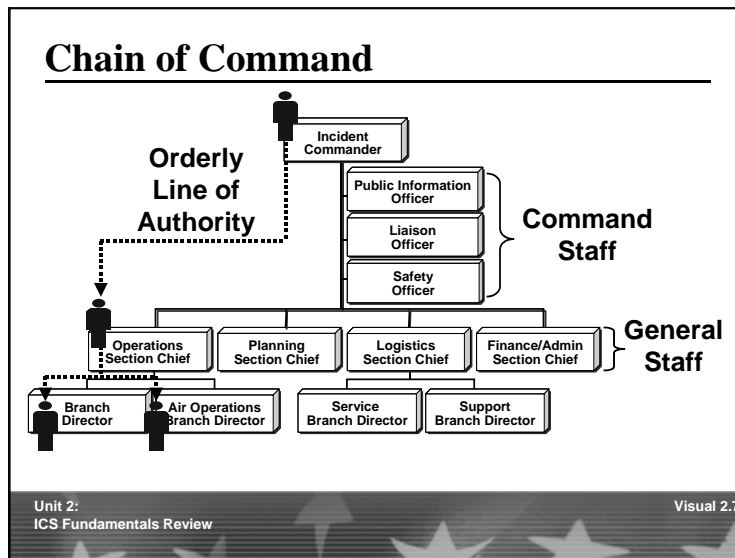
Key Points

ICS is only one facet of NIMS. Note the following key points:

- NIMS integrates existing best practices into a consistent, nationwide approach to domestic incident management that is applicable at all jurisdictional levels and across functional disciplines in an all-hazards context.
- Six major components make up the NIMS systems approach. Following is a synopsis of each major component of the NIMS, as well as how these components work together as a system to provide the national framework for preparing for, preventing, responding to, and recovering from domestic incidents, regardless of cause, size, or complexity.
 - **Command and Management.** NIMS standard incident command structures are based on three key organizational systems:
 - **ICS.** ICS defines the operating characteristics, interactive management components, and structure of incident management and emergency response organizations engaged throughout the life cycle of an incident;
 - **Multiagency Coordination Systems.** These systems define the operating characteristics, interactive management components, and organizational structure of supporting incident management entities engaged at the Federal, State, local, tribal, and regional levels through mutual-aid agreements and other assistance arrangements; and
 - **Public Information Systems.** These systems refer to processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations.

- **Preparedness.** Effective incident management begins with a host of preparedness activities conducted on a “steady-state” basis, well in advance of any potential incident. Preparedness involves an integrated combination of planning, training, exercises, personnel qualification and certification standards, equipment acquisition and certification standards, and publication management processes and activities.
- **Resource Management.** NIMS defines standardized mechanisms and establishes requirements for processes to describe, inventory, mobilize, dispatch, track, and recover resources over the life cycle of an incident.
- **Communications and Information Management.** NIMS identifies the requirement for a standardized framework for communications, information management (collection, analysis, and dissemination), and information-sharing at all levels of incident management.
- **Supporting Technologies.** Technology and technological systems provide supporting capabilities essential to implementing and continuously refining NIMS. These include voice and data communications systems, information management systems (i.e., recordkeeping and resource tracking), and data display systems. Also included are specialized technologies that facilitate ongoing operations and incident management activities in situations that call for unique technology-based capabilities.
- **Ongoing Management and Maintenance.** This component establishes an activity to provide strategic direction for and oversight of NIMS, supporting both routine review and the continuous refinement of the system and its components over the long term.

Additional information about NIMS can be accessed online at www.fema.gov/NIMS or by completing EMI's IS 700 online course.



Visual Description: Chain of Command

Key Points

Note the following key points:

- Chain of command means that there is an orderly line of authority and reporting relationships within the ranks of the organization, with lower levels subordinate to, and connected to, higher levels.
- Chain of command is used to communicate direction and maintain management control. Chain of command, however, does not apply to the exchange of information. Although orders must flow through the chain of command, members of the organization may directly communicate with each other to ask for or share information.

ICS team members work within the ICS position descriptions and follow the designated reporting relationships, regardless of their nonemergency positions or everyday administrative chain of command.



Unity of Command

Under unity of command, personnel:

- Report to only one supervisor.
- Receive work assignments only from their supervisors.



Don't confuse unity of command
with Unified Command!

Unit 2:
ICS Fundamentals Review

Visual 2.8

Visual Description: Unity of Command

Key Points

The concept of Unity of Command means that personnel:

- Report to only one supervisor.
- Maintain formal communication relationships only with that supervisor.



“Unity” vs. “Unified”

**What’s the difference
between unity of
command and Unified
Command?**

Unit 2:
ICS Fundamentals Review

Visual 2.9

Visual Description: What’s the difference between unity of command and Unified Command?

Key Points



What is the difference between unity of command and Unified Command?



Activity: Incident Commander Qualities

Instructions:

1. Working as a team, answer the questions below:
 - What are the major duties of an Incident Commander?
 - What are the qualities of an effective Incident Commander?
2. Record your answers on chart paper.
3. Choose a spokesperson and be ready to present your answers to the large group in 10 minutes.
→ You may want to refer to the review materials in your Student Manuals!

Unit 2:
ICS Fundamentals Review

Visual 2.10

Visual Description: Activity: Incident Commander Qualities

Key Points

Purpose: The purpose of this activity is to discuss the major duties and qualities of an Incident Commander.

Instructions:

1. Working in your teams, answer the questions below:
 - What are the major duties of an Incident Commander?
 - What are the qualities of an effective Incident Commander?
2. Record your answers on chart paper.
3. Choose a spokesperson and be ready to present your answers to the large group in 10 minutes.

Note: Refer to the review materials on incident command on the page following this activity.

ICS Review Materials: Command

Overall Organizational Functions

ICS was designed by identifying the primary activities or functions necessary to effectively respond to incidents. Analyses of incident reports and review of military organizations were all used in ICS development. These analyses identified the primary needs of incidents.

As incidents became more complex, difficult, and expensive, the need for an organizational manager became more evident. Thus in ICS, and especially in larger incidents, the Incident Commander manages the organization and not the incident.

In addition to the Command function, other desired functions and activities were:

- To delegate authority and to provide a separate organizational level within the ICS structure with sole responsibility for the tactical direction and control of resources.
- To provide logistical support to the incident organization.
- To provide planning services for both current and future activities.
- To provide cost assessment, time recording, and procurement control necessary to support the incident and the managing of claims.
- To promptly and effectively interact with the media, and provide informational services for the incident, involved agencies, and the public.
- To provide a safe operating environment within all parts of the incident organization.
- To ensure that assisting and cooperating agencies' needs are met, and to see that they are used in an effective manner.

Incident Commander

The Incident Commander is technically not a part of either the General or Command staff. The Incident Commander is responsible for:

- Ensuring clear authority and knowledge of agency policy.
- Ensuring incident safety.
- Establishing an Incident Command Post.
- Obtaining a briefing from the prior Incident Commander and/or assessing the situation.
- Establishing immediate priorities.
- Determining incident objectives and strategy(ies) to be followed.
- Establishing the level of organization needed, and continuously monitoring the operation and effectiveness of that organization.
- Managing planning meetings as required.
- Approving and implementing the Incident Action Plan.
- Coordinating the activities of the Command and General Staff.
- Approving requests for additional resources or for the release of resources.
- Approving the use of students, volunteers, and auxiliary personnel.
- Authorizing the release of information to the news media.
- Ordering demobilization of the incident when appropriate.
- Ensuring incident after-action reports are complete.



Common Terminology

Using common terminology helps to define:

- Organizational functions.
- Incident facilities.
- Resource descriptions.
- Position titles.



Unit 2:
ICS Fundamentals Review

Visual 2.11

Visual Description: Common Terminology

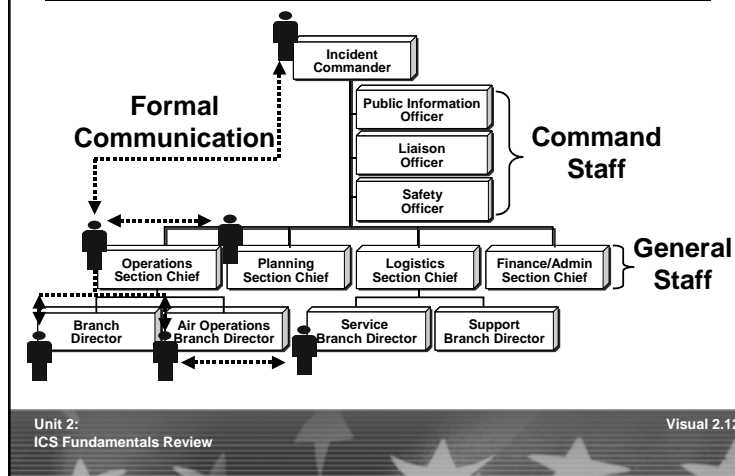
Key Points

Using common terminology helps to define:

- Organizational functions.
- Incident facilities.
 - **Incident Command Post** – The field location at which the primary tactical-level, on-scene incident command functions are performed.
 - **Staging Area** – The location where resources can be placed while awaiting a tactical assignment.
 - **Base** – The location where primary logistics functions are coordinated. There is only one Base per incident. The Incident Command Post may be collocated with the Base.
 - **Camp** – A location where food, water, rest, and sanitary services are provided to incident personnel.
- Resource descriptions.
- Position titles.



Formal Communication (1 of 2)



Visual Description: Formal Communication (1 of 2)

Key Points

As the incident organization grows to meet the needs of the incident, care must be taken to ensure that information transfer is handled effectively.

Formal communication requires that orders, directives, resource requests, and status changes must follow the hierarchy of command unless otherwise directed.



Formal Communication (2 of 2)

Use formal communication when:

- Receiving and giving work assignments.
- Requesting support or additional resources.
- Reporting progress of assigned tasks.



Unit 2:
ICS Fundamentals Review

Visual 2.13

Visual Description: Formal Communication (2 of 2)

Key Points

Formal communication is used when:

- Receiving and giving work assignments.
- Requesting support or additional resources.
- Reporting progress of assigned tasks.



Informal Communication

- Is used to exchange incident or event information only.
- Is NOT used for:
 - Formal requests for additional resources.
 - Tasking work assignments.

Within the ICS organization,
critical information must
flow freely!



Unit 2:
ICS Fundamentals Review

Visual 2.14

Visual Description: Informal Communication

Key Points

Informal communication:

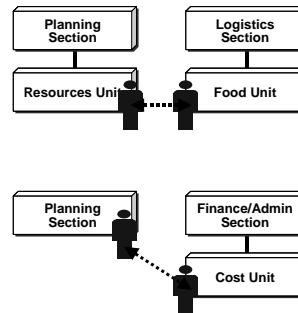
- Is used to exchange incident or event information.
- Is not used for formal requests for additional resources or for tasking working assignments.

Note: There is complete freedom within the organization to exchange information among and between personnel.



Informal Communication: Examples

- The Food Unit Leader may directly contact the Resources Unit Leader to determine the number of persons requiring feeding.
- The Cost Unit Leader may directly discuss and share information on alternative strategies with the Planning Section Chief.



Unit 2:
ICS Fundamentals Review

Visual 2.15

Visual Description: Informal Communication: Examples

Key Points

The following are examples of informal communication:

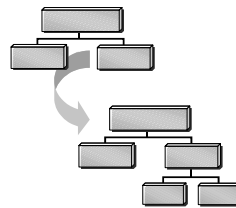
- The Food Unit Leader may directly contact the Resources Unit Leader to determine the number of persons requiring feeding.
- The Cost Unit Leader may directly discuss and share information on alternative strategies with the Planning Section Chief.



Modular Organization

Incident command organizational structure is based on:

- Size, type, and complexity of the incident.
- Specifics of the hazard environment created by the incident.
- Incident planning process and incident objectives.



Unit 2:
ICS Fundamentals Review

Visual 2.16

Visual Description: Modular Organization

Key Points

As incidents expand, the ICS organization can also expand as necessary for the type, size, scope, and complexity of the incident.

The ICS organization builds from the top down. When needed, sections can be added to this organization, and each section may have subordinate units.

This modular concept is based on the following considerations:

- The organization matches the function or task to be performed;
- Staffing is made only for those functional elements required to perform the task;
- Span of control guidelines are maintained;
- The function of any non-activated organizational element is performed at the next highest level; and
- Organizational elements are deactivated if they are no longer required.

The following pages contain review materials on incident complexity and types.

ICS Review Materials: Incident Complexity and Types

Incident Complexity

“Incident complexity” is the combination of involved factors that affect the probability of control of an incident. Many factors determine the complexity of an incident, including, but not limited to, area involved, threat to life and property, political sensitivity, organizational complexity, jurisdictional boundaries, values at risk, weather, strategy and tactics, and agency policy.

Incident complexity is considered when making incident management level, staffing, and safety decisions.

Various analysis tools have been developed to assist consideration of important factors involved in incident complexity. Listed below are the factors that may be considered in analyzing incident complexity:

- Impacts to life, property, and the economy
 - Community and responder safety
 - Potential hazardous materials
 - Weather and other environmental influences
 - Likelihood of cascading events
 - Potential crime scene (including terrorism)
 - Political sensitivity, external influences, and media relations
 - Area involved, jurisdictional boundaries
 - Availability of resources
-

ICS Review Materials: Incident Complexity and Types

Incident Types

Incidents may be typed in order to make decisions about resource requirements. Incident types are based on the following five levels of complexity. (Source: U.S. Fire Administration)

Type 5	<ul style="list-style-type: none"> ▪ The incident can be handled with one or two single resources with up to six personnel. ▪ Command and General Staff positions (other than the Incident Commander) are not activated. ▪ No written Incident Action Plan (IAP) is required. ▪ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. ▪ Examples include a vehicle fire, an injured person, or a police traffic stop.
Type 4	<ul style="list-style-type: none"> ▪ Command staff and general staff functions are activated only if needed. ▪ Several resources are required to mitigate the incident, including a Task Force or Strike Team. ▪ The incident is usually limited to one operational period in the control phase. ▪ The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated. ▪ No written Incident Action Plan (IAP) is required but a documented operational briefing will be completed for all incoming resources. ▪ The role of the agency administrator includes operational plans including objectives and priorities.
Type 3	<ul style="list-style-type: none"> ▪ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. ▪ Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. ▪ A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team. ▪ The incident may extend into multiple operational periods. ▪ A written IAP may be required for each operational period.
Type 2	<ul style="list-style-type: none"> ▪ This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. ▪ Most or all of the Command and General Staff positions are filled. ▪ A written IAP is required for each operational period. ▪ Many of the functional units are needed and staffed. ▪ Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). ▪ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.
Type 1	<ul style="list-style-type: none"> ▪ This type of incident is the most complex, requiring national resources to safely and effectively manage and operate. ▪ All Command and General Staff positions are activated. ▪ Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. ▪ Branches need to be established. ▪ The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated. ▪ Use of resource advisors at the incident base is recommended. ▪ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.



ICS Expansion and Contraction

Although there are no hard-and-fast rules, remember that:

- Only functions/positions that are necessary are filled.
- Each activated element must have a person in charge.
- An effective span of control must be maintained.



Unit 2:
ICS Fundamentals Review

Visual 2.17

Visual Description: ICS Expansion and Contraction

Key Points

Although there are no hard-and-fast rules, it is important to remember that:

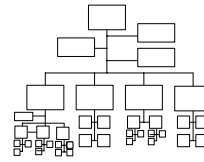
1. Only functions/positions that are necessary are filled.
2. Each activated element must have a person in charge.
3. An effective span of control must be maintained.



Delegation

Delegating to the lowest level possible allows ICS supervisors to:

- **Assign responsibilities to subordinates. Until a task is delegated, the supervisor must assume responsibility for completing it.**
- **Maintain a manageable span of control for the supervisor.**



Unit 2: ICS Fundamentals Review

Visual 2.18

Visual Description: Delegation

Key Points



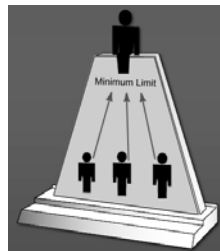
Why is it important to delegate authority to the lowest practical level?



ICS Management: Span of Control

ICS span of control for any supervisor:

- Is between 3 and 7 subordinates.
- Optimally does not exceed 5 subordinates.



Unit 2:
ICS Fundamentals Review

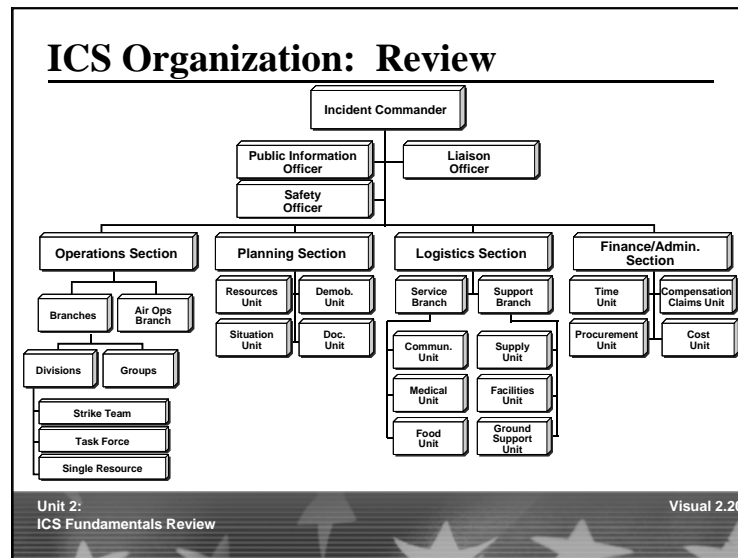
Visual 2.19

Visual Description: ICS Management: Span of Control

Key Points

Span of control is an ICS concept that describes the ratio of individuals supervised to the number of supervisors.

Under NIMS, an appropriate span of control is a ratio between 3:1 and 7:1 (between 3 and 7 individuals supervised to one supervisor).



Visual Description: ICS Organizational Review (Organizational chart showing all Command and General Staff positions)

Key Points

The following information reviews the ICS organization. A larger version of the ICS organization chart and caption appears on the next page.

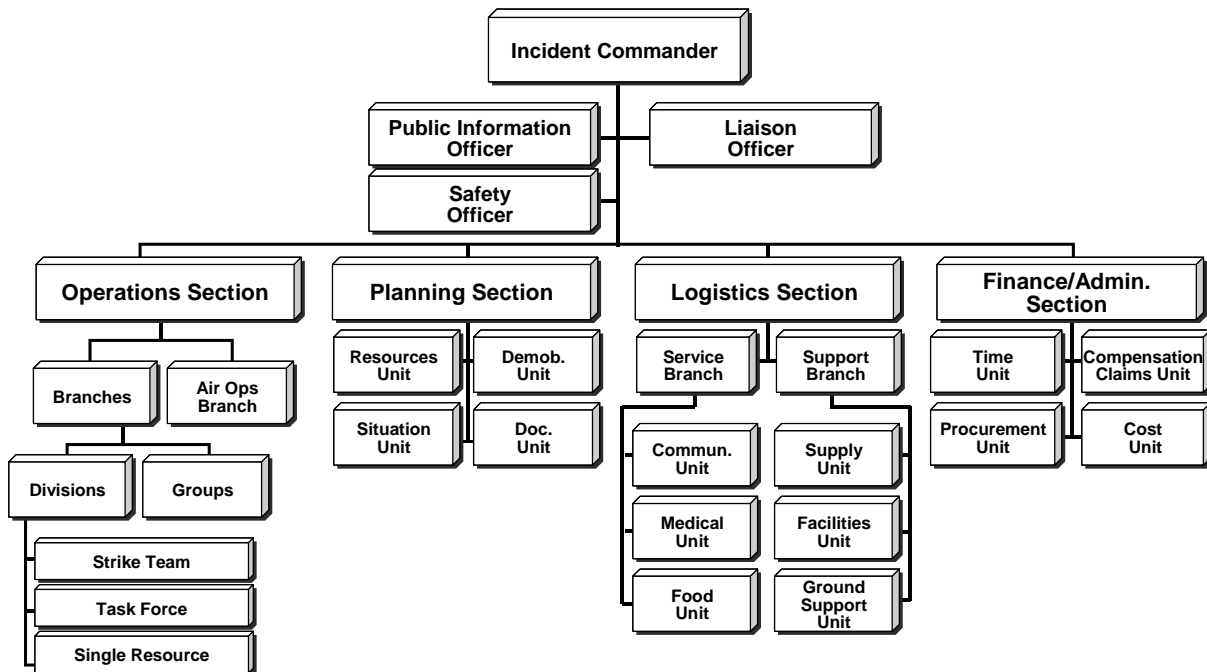
The ICS organization:

- Is typically structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration.
- Is adaptable to any emergency or incident to which domestic incident management agencies would be expected to respond.
- Has a scalable organizational structure that is based on the size and complexity of the incident. However, this flexibility does **NOT** allow for the modification of the standard, common language used to refer to organizational components or positions.

Read through the next several pages that contain review materials. An activity will follow that will assess how well you understand this information.

ICS Review Materials: Organizational Elements

Organizational Structure



- **Command Staff:** The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander.
- **Section:** The organization level having functional responsibility for primary segments of incident management (Operations, Planning, Logistics, Finance/Administration). The Section level is organizationally between Branch and Incident Commander.
- **Branch:** That organizational level having functional, geographical, or jurisdictional responsibility for major parts of the incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman Numerals, by function, or by jurisdictional name.
- **Division:** That organizational level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch.
- **Group:** Groups are established to divide the incident into functional areas of operation. Groups are located between Branches (when activated) and Resources in the Operations Section.
- **Unit:** That organization element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.
- **Task Force:** A group of resources with common communications and a leader that may be pre-established and sent to an incident, or formed at an incident.
Strike Team: Specified combinations of the same kind and type of resources, with common communications and a leader.
- **Single Resource:** An individual piece of equipment and its personnel complement, or an established crew or team of individuals with an identified work supervisor that can be used on an incident.

ICS Review Materials: Organizational Elements

Command Staff

Command Staff is assigned to carry out staff functions needed to support the Incident Commander. These functions include interagency liaison, incident safety, and public information.

Command comprises the Incident Commander and Command Staff. Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements. These positions may include the Public Information Officer (PIO), Safety Officer (SO), and Liaison Officer (LNO), in addition to various others, as required and assigned by the Incident Commander.

The table on the following page summarizes the responsibilities of the Command Staff.

General Staff

The General Staff represents and is responsible for the functional aspects of the incident command structure. The General Staff typically consists of the Operations, Planning, Logistics, and Finance/Administration Sections.

General guidelines related to General Staff positions include the following:

- Only one person will be designated to lead each General Staff position.
- General Staff positions may be filled by qualified persons from any agency or jurisdiction.
- Members of the General Staff report directly to the Incident Commander. If a General Staff position is not activated, the Incident Commander will have responsibility for that functional activity.
- Deputy positions may be established for each of the General Staff positions. Deputies are individuals fully qualified to fill the primary position. Deputies can be designated from other jurisdictions or agencies, as appropriate. This is a good way to bring about greater interagency coordination.
- General Staff members may exchange information with any person within the organization. Direction takes place through the chain of command. This is an important concept in ICS.
- General Staff positions should not be combined. For example, to establish a "Planning and Logistics Section," it is better to initially create the two separate functions, and if necessary for a short time place one person in charge of both. That way, the transfer of responsibility can be made easier.

Following the first table is a table that summarizes the responsibilities of the General Staff.

Command Staff	Responsibilities
Public Information Officer	<p>The PIO is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements. The PIO develops accurate and complete information on the incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external consumption. The PIO may also perform a key public information-monitoring role.</p> <p>Only one incident PIO should be designated. Assistants may be assigned from other agencies or departments involved. The Incident Commander must approve the release of all incident-related information. The PIO coordinates through the Joint Information Center/Joint Information System.</p>
Safety Officer	<p>The SO monitors incident operations and advises the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel. The ultimate responsibility for the safe conduct of incident management operations rests with the Incident Commander or Unified Command and supervisors at all levels of incident management. The SO is, in turn, responsible to the Incident Commander for the set of systems and procedures necessary to ensure ongoing assessment of hazardous environments, coordination of multiagency safety efforts, and implementation of measures to promote emergency responder safety, as well as the general safety of incident operations. The SO has emergency authority to stop and/or prevent unsafe acts during incident operations. In a Unified Command structure, a single SO should be designated, in spite of the fact that multiple jurisdictions and/or functional agencies may be involved. The SO must also ensure the coordination of safety management functions and issues across jurisdictions, across functional agencies, and with private-sector and nongovernmental organizations.</p>
Liaison Officer	<p>The LNO is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities. In either a single or Unified Command structure, representatives from assisting or cooperating agencies and organizations coordinate through the LNO. Agency and/or organizational representatives assigned to an incident must have the authority to speak for their parent agencies and/or organizations on all matters, following appropriate consultations with their agency leadership. Assistants and personnel from other agencies or organizations (public or private) involved in incident management activities may be assigned to the LNO to facilitate coordination.</p>
Assistants	<p>In the context of large or complex incidents, Command Staff members may need one or more assistants to help manage their workloads. Each Command Staff member is responsible for organizing his or her assistants for maximum efficiency.</p>
Additional Command Staff	<p>Additional Command Staff positions may also be necessary depending on the nature and location(s) of the incident, and/or specific requirements established by the Incident Commander. For example, a Legal Counsel may be assigned directly to the Command Staff to advise the Incident Commander on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access. Similarly, a Medical Advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to the Incident Commander in the context of incidents involving medical and mental health services, mass casualty, acute care, vector control, epidemiology, and/or mass prophylaxis considerations, particularly in the response to a bioterrorism event.</p>

Source: NIMS

General Staff	Responsibilities
Operations Section Chief	<p>The Operations Section Chief is responsible for managing all tactical operations at an incident. The Incident Action Plan provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations.</p> <p>Major responsibilities of the Operations Section Chief are to:</p> <ul style="list-style-type: none"> ▪ Manage tactical operations. ▪ Assist in the development of the operations portion of the Incident Action Plan. This usually requires filling out the ICS 215 prior to the Planning Meeting. ▪ Supervise the execution of the operations portion of the Incident Action Plan. ▪ Maintain close contact with subordinate positions. ▪ Ensure safe tactical operations. ▪ Request additional resources to support tactical operations. ▪ Approve release of resources from active assignments (not release from the incident). ▪ Make or approve expedient changes to the operations portion of the Incident Action Plan. ▪ Maintain close communication with the Incident Commander.
Planning Section Chief	<p>The Planning Section Chief is responsible for providing planning services for the incident. Under the direction of the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the Incident Action Plan, formal briefings, or through map and status board displays.</p> <p>Major responsibilities of the Planning Section Chief are to:</p> <ul style="list-style-type: none"> ▪ Collect and manage all incident-relevant operational data. ▪ Provide input to the Incident Commander and Operations Section Chief for use in preparing the Incident Action Plan. ▪ Supervise preparation of the Incident Action Plan. ▪ Conduct and facilitate planning meetings. ▪ Reassign personnel already on site to ICS organizational positions as needed and appropriate. ▪ Establish information requirements and reporting schedules for Planning Section units. ▪ Determine the need for specialized resources to support the incident. ▪ Assemble and disassemble task forces and strike teams not assigned to Operations. ▪ Establish specialized data collection systems as necessary (e.g., weather). ▪ Assemble information on alternative strategies and contingency plans. ▪ Provide periodic predictions on incident potential. ▪ Report any significant changes in incident status. ▪ Compile and display incident status information. ▪ Oversee preparation of the Demobilization Plan. ▪ Incorporate Traffic, Medical, Communications Plans, and other supporting material into the Incident Action Plan.

General Staff	Responsibilities
Logistics Section Chief	<p>The Logistics Section Chief provides all incident support needs with the exception of logistics support to air operations. The Logistics Section is responsible for providing:</p> <ul style="list-style-type: none"> ▪ Facilities ▪ Transportation ▪ Communications ▪ Supplies ▪ Equipment maintenance and fueling ▪ Food services (for responders) ▪ Medical services (for responders) ▪ All off-incident resources <p>Major responsibilities of the Logistics Section Chief are to:</p> <ul style="list-style-type: none"> ▪ Manage all incident logistics. ▪ Provide logistical input to the Incident Commander in preparing the Incident Action Plan. ▪ Brief Logistics Branch Directors and Unit Leaders as needed. ▪ Identify anticipated and known incident service and support requirements. ▪ Request/order additional resources, as needed. ▪ Develop as required, the Communications, Medical, and Traffic Plans. ▪ Oversee demobilization of the Logistics Section.
Finance/Administration Section Chief	<p>The Finance/Administration Section Chief is responsible for managing all financial aspects of an incident. Not all incidents will require a Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated.</p> <p>Major responsibilities of the Finance/Administration Section Chief are to:</p> <ul style="list-style-type: none"> ▪ Manage all financial aspects of an incident. ▪ Provide financial and cost analysis information as requested. ▪ Ensure compensation and claims functions are being addressed relative to the incident. ▪ Gather pertinent information from briefings with responsible agencies. ▪ Develop an operating plan for the Finance/Administration Section; fill Section supply and support needs. ▪ Determine need to set up and operate an incident commissary. ▪ Meet with assisting and cooperating agency representatives as needed. ▪ Maintain daily contact with agency(s) administrative headquarters on finance matters. ▪ Ensure that all personnel and equipment time records are accurately completed and transmitted to home agencies, according to policy. ▪ Provide financial input for demobilization planning. ▪ Ensure that all obligation documents initiated at the incident are properly prepared and completed. ▪ Brief agency administrative personnel on all incident-related financial issues needing attention or follow up.



Organizational Review Questions



Who
am I?

I serve as the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities.

Unit 2:
ICS Fundamentals Review

Visual 2.21

Visual Description: Organizational Review Questions

Key Points

Answer the following question:



Who am I? I serve as the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities.



Organizational Review Questions



Who
am I?

My Section is responsible for all support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations.

Unit 2:
ICS Fundamentals Review

Visual 2.22

Visual Description: Organizational Review Questions

Key Points

Answer the following question:



Who am I? My Section is responsible for all support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations.



Organizational Review Questions



Who
am I?

I monitor incident operations and advise the Incident Commander on all matters relating to the health and safety of emergency responder personnel.

Unit 2:
ICS Fundamentals Review

Visual 2.23

Visual Description: Organizational Review Questions

Key Points

Answer the following question:



Who am I? I monitor incident operations and advise the Incident Commander on all matters relating to the health and safety of emergency responder personnel.



Organizational Review Questions



As Chief of my Section, I manage all tactical operations at an incident.

Who am I?

Unit 2:
ICS Fundamentals Review

Visual 2.24

Visual Description: Organizational Review Questions

Key Points

Answer the following question:



Who am I? As Chief of my Section, I manage all tactical operations at an incident.



Organizational Review Questions



Although I may be at the scene, I coordinate closely with the Joint Information Center.

Who am I?

Unit 2:
ICS Fundamentals Review

Visual 2.25

Visual Description: Organizational Review Questions

Key Points

Answer the following question:



Who am I? Although I may be at the scene, I coordinate closely with the Joint Information Center.



Organizational Review Questions



Who
am I?

My Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans.

Unit 2:
ICS Fundamentals Review

Visual 2.26

Visual Description: Organizational Review Questions

Key Points

Answer the following question:

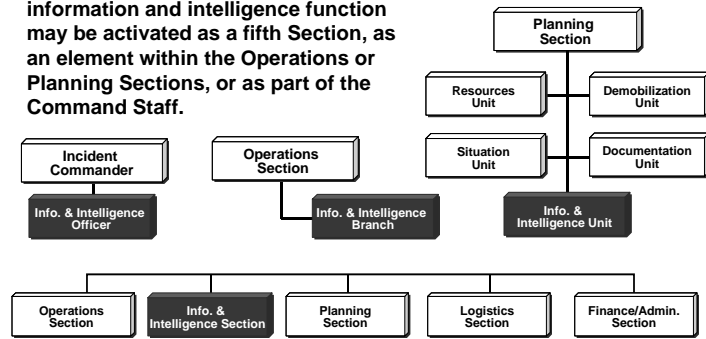


Who am I? My Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans.



Information and Intelligence

Based on the incident needs, the information and intelligence function may be activated as a fifth Section, as an element within the Operations or Planning Sections, or as part of the Command Staff.



Unit 2:
ICS Fundamentals Review

Visual 2.27

Visual Description: Information and Intelligence

Key Points

Note the following key points: (Note this text is from the NIMS document.)

- The analysis and sharing of information and intelligence are important elements of ICS.

In this context, intelligence includes not only national security or other types of classified information but also other operational information, such as risk assessments, medical intelligence (i.e., surveillance), weather information, geospatial data, structural designs, toxic contaminant levels, and utilities and public works data, that may come from a variety of different sources.

- Traditionally, information and intelligence functions are located in the Planning Section.

However, in exceptional situations, the Incident Commander may need to assign the information and intelligence functions to other parts of the ICS organization. In any case, information and intelligence must be appropriately analyzed and shared with personnel, designated by the Incident Commander, who have proper clearance and a "need to know" to ensure that they support decisionmaking.

- The information and intelligence function may be organized in one of the following ways:
 - **Within the Command Staff.** This option may be most appropriate in incidents with little need for tactical or classified intelligence and in which incident-related intelligence is provided by supporting agency representatives, through real-time reach-back capabilities.
 - **As a Unit Within the Planning Section.** This option may be most appropriate in an incident with some need for tactical intelligence and when no law enforcement entity is a member of the Unified Command.
 - **As a Branch Within the Operations Section.** This option may be most appropriate in incidents with a high need for tactical intelligence (particularly classified intelligence) and when law enforcement is a member of the Unified Command.
 - **As a Separate General Staff Section.** This option may be most appropriate when an incident is heavily influenced by intelligence factors or when there is a need to manage and/or analyze a large volume of classified or highly sensitive intelligence or information. This option is particularly relevant to a terrorism incident, for which intelligence plays a crucial role throughout the incident life cycle.
- Regardless of how it is organized, the information and intelligence function is also responsible for developing, conducting, and managing information-related security plans and operations as directed by the Incident Action Plan.

These can include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, sensitive law enforcement information, proprietary and personal information, or export-controlled information) is handled in a way that not only safeguards the information but also ensures that it gets to those who need access to it so that they can effectively and safely conduct their missions.

The information and intelligence function also has the responsibility for coordinating information- and operational-security matters with public awareness activities that fall under the responsibility of the Public Information Officer, particularly where such public awareness activities may affect information or operations security.



ICS Supervisory Position Titles

Titles for all ICS supervisory levels are shown in the table below.

Organizational Level	Title	Support Position
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Section)	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Unit	Leader	Manager
Strike Team/Task Force	Leader	Single Resource Boss

Unit 2:
ICS Fundamentals Review

Visual 2.28

Visual Description: ICS Supervisory Position Titles

Key Points

The following chart lists each organizational level or element with the corresponding supervisor title and support position title.

Organizational Level	Title	Support Position
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Section)	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Unit	Leader	Manager
Strike Team/Task Force	Leader	Single Resource Boss



Organizational Review Questions

Two Supervisors have been dispatched with resources (personnel and equipment) to evacuate homes within the potential hazard zone. One Supervisor has responsibility for the east side of the community and the other has responsibility for the west side.

What type of ICS organizational structure is being described?



Unit 2:
ICS Fundamentals Review

Visual 2.29

Visual Description: Organizational Review Questions

Key Points

Review the situation below:

Two Supervisors have been dispatched with resources (personnel and equipment) to evacuate homes within the potential hazard zone. One Supervisor has responsibility for the east side of the community and the other has responsibility for the west side.

Answer the following question:



What type of ICS organizational structure is being described?



Organizational Review Questions

HazMat specialists, sanitation workers, and disposal equipment are grouped together, under the direct supervision of a Leader, to handle the removal of hazardous waste.

What type of ICS organizational structure is being described?



Unit 2:
ICS Fundamentals Review

Visual 2.30

Visual Description: Organizational Review Questions

Key Points

Review the situation below:

HazMat specialists, sanitation workers, and disposal equipment are grouped together, under the direct supervision of a Leader, to handle the removal of hazardous waste.

Answer the following question:

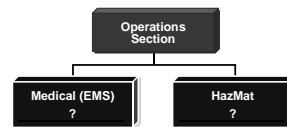


What type of ICS organizational structure is being described?



Organizational Review Questions

As incident objectives and resources expand, the Operations Section Chief begins organizing resources into functional areas that are managed by a Supervisor.



On the organizational chart, the title of each component would be a _____.

Unit 2:
ICS Fundamentals Review

Visual 2.31

Visual Description: Organizational Review Questions

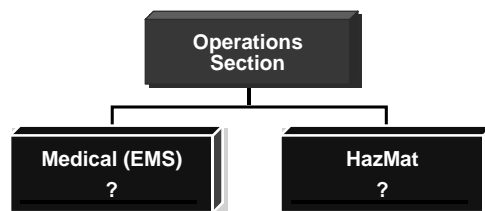
Key Points

Review the situation below:

As incident objectives and resources expand, the Operations Section Chief begins organizing resources into functional areas that are managed by a Supervisor.

Insert the word or words that will correctly complete the following sentence:

On the organizational chart, the title of each component would be a _____.

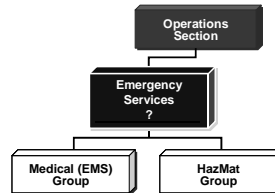


Caption: Organizational chart showing Operations Section and below it two components titled "Medical (EMS)" and "HazMat."



Organizational Review Questions

As the operation expands even further, the Operations Section Chief appoints a Director to manage the Groups.



On the organizational chart, the title of the organizational component managed by a Director would be called the Emergency Services _____.

Unit 2:
ICS Fundamentals Review

Visual 2.32

Visual Description: Organizational Review Questions

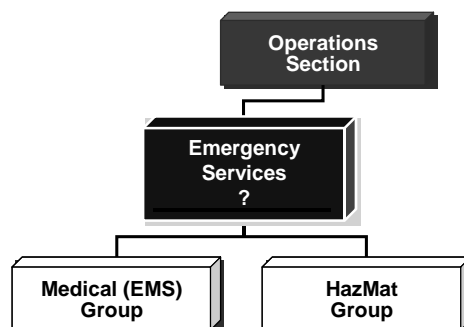
Key Points

Review the situation below:

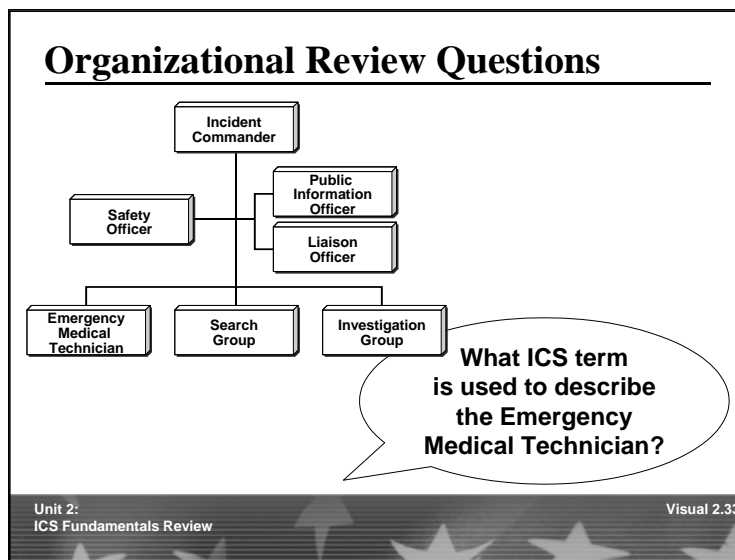
As the operation expands even further, the Operations Section Chief appoints a Director to manage the Groups.

Insert the word or words that will correctly complete the following sentence:

On the organizational chart, the title of the organizational component managed by a Director would be called the Emergency Services _____.



Caption: Organizational chart showing Operations Section and below it a component titled “Emergency Services.” Under that are two components titled “Medical (EMS) Group” and “HazMat Group.”



Visual Description: What ICS term is used to describe the Emergency Medical Technician who is responding to an incident?

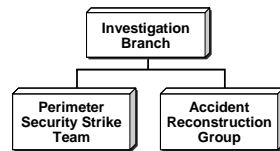
Key Points



What ICS term is used to describe the Emergency Medical Technician?



Organizational Review Questions



What is the supervisor's title for each organizational element shown?

Unit 2:
ICS Fundamentals Review

Visual 2.34

Visual Description: Investigation Branch Chart with Perimeter Security Strike Team and Accident Reconstruction Group. Also included is following question: What is the supervisor's title for each organizational element shown?

Key Points



What is the supervisor's title for each organizational element shown?

**Deputies, Assistants, Tech Specialists, & Agency Reps**

Review the materials in your Student Manuals and then answer the following questions:

- Duties
 - Where can Deputies be assigned?
 - What are the requirements for Deputies?
- Assistants
 - Where can Assistants be assigned?
 - What is an example of a duty assumed by an Assistant?
- Technical Specialists
 - Where can Technical Specialists be assigned?
 - What types of Technical Specialists have you worked with on past incidents?
- Agency Representatives
 - Where can Agency Representatives be assigned?
 - What does an Agency Representative do?

Unit 2:
ICS Fundamentals Review

Visual 2.35

Visual Description: Deputies, Assistants, Technical Specialists, and Agency Representatives

Key Points

Read the materials beginning on page 2-52 and then answer the questions on the following page.

Topic

Organizational Structure

Deputies**Where can Deputies be assigned?****What are the requirements for Deputies?****Assistants****Where can Assistants be assigned?****What is an example of a duty assumed by an Assistant?****Note:** The Assistant title indicates a level of technical capability, qualification, and responsibility subordinate to the primary positions.**Technical Specialists****Where can Technical Specialists be assigned?****What types of Technical Specialists have you worked with on past incidents?****Agency Representatives****Where can Agency Representatives be assigned?****What does an Agency Representative do?**

ICS Review Materials: Deputies, Assistants, Technical Specialists, and Agency Representatives

Deputies

The Incident Commander may have one or more Deputies. An individual assuming a Deputy role must be equally capable of assuming the primary role. Therefore, a Deputy Incident Commander must be able to assume the Incident Commander's role.

Following are three reasons to designate Deputies:

- To perform specific tasks as requested by the Incident Commander.
- To perform the Incident Command function in a relief capacity (e.g., to take over the next operational period).
- To represent an assisting agency that may share jurisdiction or have jurisdiction in the future.

The Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief may also have one or more Deputies.

An individual assuming a Deputy role must be equally capable of assuming the primary role. Therefore, the Deputy Incident Commander must be able to assume the Incident Commander's role.

Assistants

The Public Information Officer, Safety Officer, and Liaison Officer may have Assistants, as necessary. The Assistants may represent assisting agencies or jurisdictions, or simply assist in managing the workload associated with the position.

- Assistant Public Information Officers may be assigned to the field or Joint Information Center or assigned to handle internal information.
- Assistant Safety Officers may have specific responsibilities, such as aviation, hazardous materials, etc.
- Assistant Liaison Officers may coordinate with specific agency representatives or groups of representatives.

The Assistant title indicates a level of technical capability, qualification, and responsibility subordinate to the primary positions.

ICS Review Materials: Deputies, Assistants, Technical Specialists, and Agency Representative

Technical Specialists

Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section, or be assigned wherever their services are required.

While each incident dictates the need for Technical Specialists, some examples of the more commonly used specialists are:

- Meteorologists.
- Environmental Impact Specialists.
- Flood Control Specialists.
- Water Use Specialists.
- Fuels and Flammable Specialists.
- Hazardous Substance Specialists.
- Fire Behavior Specialists.
- Structural Engineers.
- Training Specialists.

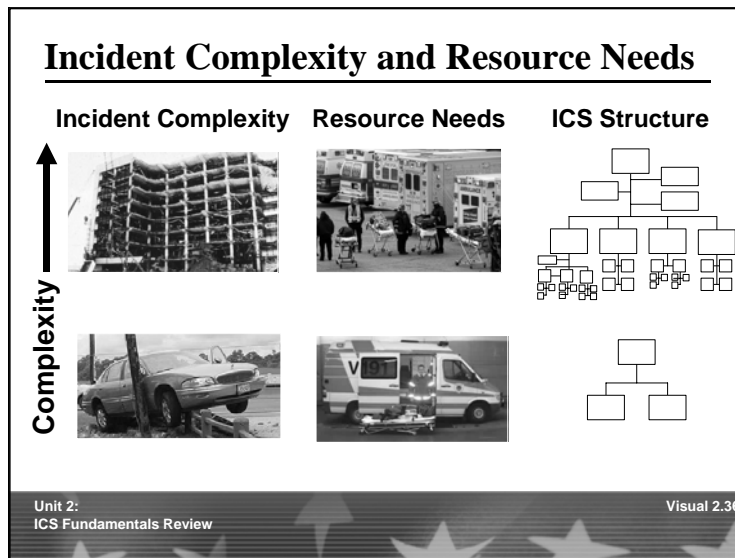
Agency Representatives

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency. The Agency Representative must be given authority to make decisions on matters affecting that agency's participation at the incident.

Agency Representatives report to the Liaison Officer or to the Incident Commander in the absence of a Liaison Officer.

Major responsibilities of the Agency Representative are to:

- Ensure that all of their agency resources have completed check-in at the incident.
- Obtain briefing from the Liaison Officer or Incident Commander.
- Inform their agency personnel on the incident that the Agency Representative position has been filled.
- Attend planning meetings as required.
- Provide input to the planning process on the use of agency resources unless resource technical specialists are assigned from the agency.
- Cooperate fully with the Incident Commander and the Command and General Staff on the agency's involvement at the incident.
- Oversee the well-being and safety of agency personnel assigned to the incident
- Advise the Liaison Officer of any special agency needs, requirements, or agency restrictions.
- Report to agency dispatch or headquarters on a prearranged schedule.
- Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- Ensure that all required agency forms, reports, and documents are complete prior to departure.
- Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.



Visual Description: Incident Complexity and Resource Needs

Key Points

As complexity increases, resources must increase, requiring an organization with additional levels of supervision.



Minimum Staffing Requirements

Guidelines are provided to ensure that the optimal numbers of resources are assigned.

Positions Assigned	# of Divisions		
	2	5	10
Ops Section Chief	1	1	1
Branch Director		2	3
Division/Group Sup	2	5	10

Determine the size of the incident based on the number of Divisions within the Ops Section.

These numbers are the optimal staffing level based on the number of Divisions.

Unit 2:
ICS Fundamentals Review

Visual 2.37

Visual Description: Minimum Staffing Requirements

Key Points

The guidelines beginning on the next page can be used to help establish the required minimum staffing levels.

Based on the incident objectives, the Operations Section establishes the staffing requirements. These charts indicate the number of resources needed to support the operations based on the number of Divisions assigned within the Operations Section.

Remember: 95% of all incidents will not expand to the levels of complexity reflected in these charts.

Topic

Resource Needs

Operations

UNIT POSITION	SIZE OF INCIDENT (NUMBER OF DIVISIONS)					
	2	5	10	15	25	
Operations Section Chief	One Per Operational Period					
Branch Director		2	3	4	6	
Division/Group Supervisor	2	5	10	15	25	
Strike Team Leaders	As Needed					
Task Force Leaders	As Needed					
Air Operations Director		1	1	1	1	
Air Tactical Group Supervisor	1	1	1	1	1	
Air Tanker/Fixed Wing Coordinator	As Needed					
Helicopter Coordinator	As Needed					
Air Support Group Supervisor	1	1	1	1	1	
Helibase Manager	One Per Helibase					
Helispot Manager	One Per Helispot					
Fixed Wing Support Leader	One Per Airport					
Staging Area Manager	One Per Staging Area					

Planning

UNIT POSITION	SIZE OF INCIDENT (NUMBER OF DIVISIONS)					
	2	5	10	15	25	
Planning Section Chief	One Per Incident					
Resources Unit Leader	1	1	1	1	1	
Status Recorders	1	2	3	3	3	
Check-In Recorders	As Needed					
Volunteer Coordinator	As Needed					
Technical Specialists	As Needed					
Situation Unit Leader	1	1	1	1	1	
Field Observer		1	2	2	3	
Weather Observer	As Needed					
Display/Report Processor		1	1	1	2	
Aerial/Ortho Photo Analyst	As Needed					
IR Equipment Operators	Two (If Needed)					
Computer Terminal Operator		1	1	1	1	
Photographer			1	1	1	
Environmental Unit Leader		1	1	1	1	
Documentation Unit Leader		1	1	1	1	
Demobilization Unit Leader			1	1	1	
Staging Area Manager	One Per Staging Area					

Topic

Resource Needs

Logistics						
UNIT POSITION	SIZE OF INCIDENT (NUMBER OF DIVISIONS)					
	2	5	10	15	25	
Logistics Section Chief	One Per Incident					
Service Branch Director	As Needed					
Communications Unit Leader	1	1	1	1	1	
Incident Communications Manager	1	1	1	1	1	
Incident Dispatcher	1	2	3	3	4	
Message Center Operator		1	1	2	2	
Messenger		1	2	2	2	
Communications Technician		1	2	4	4	
Medical Unit Leader	1	1	1	1	1	
Medical Unit Leader Assistant	As Needed					
Responder Rehabilitation Manager	As Needed					
Food Unit Leader		1	1	1	1	
Food Unit Assistant (each camp)	As Needed					
Cook		1	1	2	2	
Assistant Cook		2	2	6	12	
Helper		8	8	16	24	
Support Branch Director	As Needed					
Supply Unit Leader		1	1	1	1	
Camp Supply Assistant (each camp)	As Needed					
Ordering Manager			1	1	1	
Receiving/Distribution Manager		1	1	1	1	
Tool/Equipment Specialist			1	1	1	
Recorders		1	1	2	2	
Helpers		2	2	2	2	
Facility Unit Leader		1	1	1	1	
Base Manager		1	1	1	1	
Camp Manager (each camp)	As Needed					
Facility Maintenance Specialist		1	1	1	1	
Security Manager		1	1	1	1	
Helpers		6	6	12	12	
Ground Support Unit Leader	1	1	1	1	1	
Equipment Manager		1	1	1	1	
Assistants	As Needed					
Equipment Timekeeper		1	1	1	1	
Mechanics	1	1	3	5	7	
Drivers	As Needed					
Operators	As Needed					
Vessel Support Unit Leader	As Needed					

Finance/Admin						
UNIT POSITION	SIZE OF INCIDENT (NUMBER OF DIVISIONS)					
	2	5	10	15	25	
Finance/Administration Section Chief	One Per Incident					
Time Unit Leader		1	1	1	1	
Time Recorder, Personnel		1	3	3	5	
Time Recorder, Equipment		1	2	2	3	
Procurement Unit Leader		1	1	1	1	
Compensation/Claims Unit Leader		1	1	1	1	
Compensation Specialist	As Needed					
Claims Specialist	As Needed					
Cost Unit Leader		1	1	1	1	
Cost Analyst			1	1	1	



Activity: Staffing Levels

Using the guidelines in your Student Manuals, answer the following questions:

- There are 5 Divisions assigned. How many Status Recorders should be assigned to the Planning Section?
- There are 2 Staging Areas operating. How many Staging Area managers are assigned?

Unit 2:
ICS Fundamentals Review

Visual 2.38

Visual Description: Staffing Levels

Key Points

Use the staffing guideline charts on pages 2-56 through 2-58 to answer the following questions:



There are 5 Divisions assigned. How many Status Recorders should be assigned to the Planning Section?



There are 2 Staging Areas operating. How many Staging Area managers are assigned?



ICS Key Concepts Applied Exercise



Visual Description: ICS Key Concepts Applied Exercise

Key Points

The next part of this unit is an applied exercise on key concepts of ICS.



Exercise: Applying ICS Concepts (1 of 2)

Instructions:

1. Working as a team, review the scenario, scenario map, and resource list in your Student Manuals.
2. Complete the following steps:
 - Identify who would assume leadership of the ICS organization.
 - Draw an organizational chart to manage resources that:
 - Maintains effective span of control.
 - Includes Command and General Staff. (Include deputies, assistants, technical specialists, and agency representatives, where appropriate.)
 - Describe the responsibilities delegated to the Command Staff and Sections activated.

Unit 2:
ICS Fundamentals Review

Visual 2.40

Visual Description: Exercise: Applying ICS Concepts (1 of 2)

Key Points

Refer to the exercise on page 2-63.



Exercise: Applying ICS Concepts (2 of 2)

Instructions: (Continued)

3. Record your results on chart paper that can be seen by the entire class.
4. Select a spokesperson and be prepared to present in 30 minutes.

Be prepared to explain the rationale for your team's decisions.

Unit 2:
ICS Fundamentals Review

Visual 2.41

Visual Description: Exercise: Applying ICS Concepts (2 of 2)

Key Points



Jot down notes during your team's discussion.

Purpose:

The purpose of this activity is to provide you with an opportunity to apply what you have learned about fundamental ICS concepts to an incident involving a private executive airplane crash.

Instructions: Follow the steps below to complete this activity:

1. Working in your designated teams, review the scenario, resource list, and scenario map.
2. Complete the following steps:
 - Identify who would assume leadership of the ICS organization
 - Draw an organizational chart to manage resources that maintains effective span of control and includes Command and General Staff (include Deputies, Assistants, Technical Specialists, and Agency Representatives, where appropriate).
 - Describe the responsibilities delegated to the Command Staff and Sections that are activated.
 - Make sure you are able to explain the rationale for your team's decisions.
 - Be prepared to present your results in 30 minutes.

Scenario:

Fairwinds Airport lies within a densely populated area. It is the home of many private aircraft, executive air services, and a small commercial fleet. It has a small onsite rescue and fire capability and has repair and snow removal assets.

The airport is situated at the eastern end of an industrial park that contains office, warehousing, and light manufacturing businesses. The airport is surrounded by access roads to the east and by major roadways on the other three sides of its property.

During an early weekday morning, a small executive jet containing six passengers and crew owned by Global Investments prepared for takeoff. The plane failed to lift from the runway and crashed through the chain link fence at the end of the airport property.

The plane then crossed a major roadway (Route 46), striking four vehicles. It crashed and came to rest inside the adjoining property to the north, which is an office complex with 230 employees. Fires fueled from the jet's ruptured tanks erupted at the office complex and in 20 vehicles in the parking lot.

911 was inundated with calls and initiated the EMS, Fire, and Law Enforcement response.

Conditions:

- First arriving Law Enforcement Unit established command at the intersection of Route 46 and Hollister Road.
- Three passengers on the aircraft are fatalities. The remaining passengers have suffered severe burns and injuries.
- Two motorists struck by the plane are dead and several more motorists are trapped in damaged vehicles.
- The office complex has suffered structural damage to the south wall at the point of impact. An unknown number of fatalities are reported from inside the office complex. Many injured office workers are being assisted by co-workers and emergency responders throughout the complex interior and parking areas.
- Cars continue to burn in the complex parking area.
- Traffic is halted on the major roadways in the area.
- Media helicopters and trucks arrive and begin live broadcast.
- Weather is clear and winds are from the west at 8 miles per hour.
- Fire Units arrive on scene and accept command from the first arriving Law Enforcement Unit.

Initial Incident Objectives:

- Protect emergency workers.
- Reduce risk of fire and structural collapse.
- Perform rescue and extraction.
- Provide emergency treatment/transport.
- Secure crash site for investigators.

Resources:**Fire/Rescue:**

2 airport crash trucks
6 truck companies
6 engine companies

Emergency Medical Service:

5 ALS paramedics
15 local BLS units

Local Law Enforcement:

15 local police officers/cruisers
1 Police Captain
2 Lieutenant Shift Supervisors
1 Deputy Police Chief

County Resources:

Hazardous materials team
Heavy rescue unit
10 Deputy Sheriffs
Crime scene investigation 3-person unit
6 County Investigators
Medical Examiner

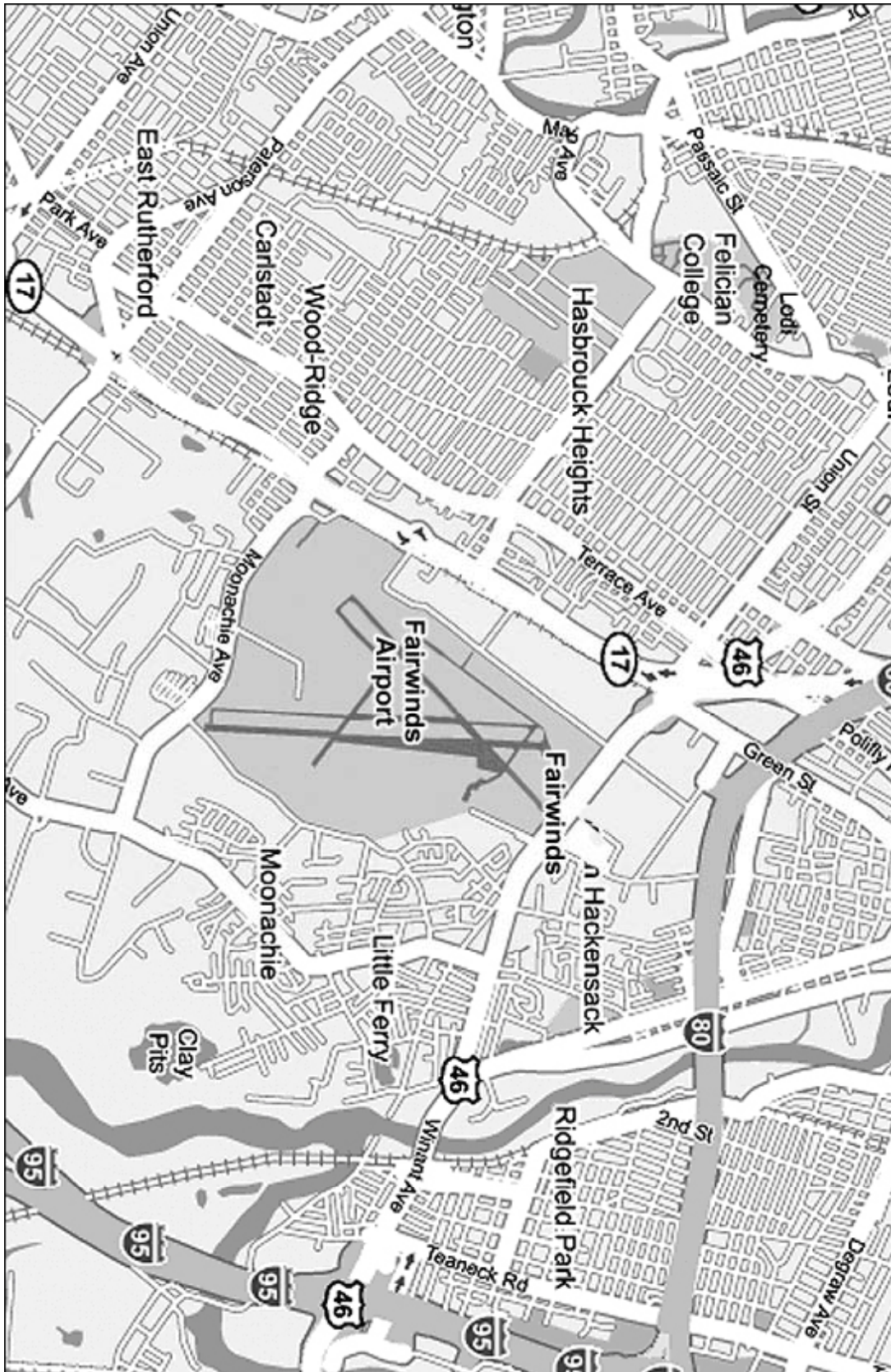
State Police:

Helicopter/Medivac Unit
10 Troopers

Public Works:

2 heavy bulldozers
3 backhoes with buckets
Light truck
8 heavy tandem dump trucks
8 utility trucks

Map:





Summary (1 of 2)

Are you now able to:

- Describe how ICS fits into the Command and Management component of NIMS?
- Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives?
- Describe reporting relationships and information flow within the organization?
- Match responsibility statements to each ICS organizational element?

Unit 2:
ICS Fundamentals Review

Visual 2.42

Visual Description: Summary (1 of 2)

Key Points

Are you now able to:

- Describe how ICS fits into the Command and Management component of NIMS?
- Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives?
- Describe reporting relationships and information flow within the organization?
- Match responsibility statements to each ICS organizational element?



Summary (2 of 2)

Are you now able to:

- List the ICS positions that may include Deputies and describe Deputy roles and responsibilities?
- Describe differences between Deputies and Assistants?
- Describe how incidents can best be managed by appropriate and early designation of primary staff members and by delegating authority to the lowest practical level?
- List the minimum staffing requirements within each organizational element for at least two incidents of different sizes?

Unit 2:
ICS Fundamentals Review

Visual 2.43

Visual Description: Summary (2 of 2)

Key Points

Are you now able to:

- List the ICS positions that may include Deputies and describe Deputy roles and responsibilities?
- Describe differences between Deputies and Assistants?
- Describe how incidents can best be managed by appropriate and early designation of primary staff members and by delegating authority to the lowest practical level?
- List the minimum staffing requirements within each organizational element for at least two incidents of different sizes?

The next unit will cover Unified Command.

Unit 3: Unified Command



Unit 3: Unified Command



Visual Description: Unit Introduction

Key Points

Unified Command involves applying ICS in incidents involving multiple jurisdictions or multiple agencies.



Unit Objectives

- Define and identify the primary features of Unified Command.
- Describe how Unified Command functions on a multijurisdiction or multiagency incident.
- List the advantages of Unified Command.
- Given a simulated situation, demonstrate roles and reporting relationships under a Unified Command that involves agencies within the same jurisdiction and under multijurisdiction conditions.

Unit 3:
Unified Command

Visual 3.2

Visual Description: Unit Objectives

Key Points

By the end of this unit, you should be able to:

- Define and identify the primary features of Unified Command.
- Describe how Unified Command functions on a multijurisdiction or multiagency incident.
- List the advantages of Unified Command.
- Given a simulated situation, demonstrate roles and reporting relationships under a Unified Command that involves agencies within the same jurisdiction and under multijurisdiction conditions.



Background on Unified Command

How can you organize for incidents that cross jurisdictional boundaries or exceed individual agency responsibility?

Unit 3:
Unified Command

Visual 3.3

Visual Description: Background on Unified Command

Key Points

Early in the development of ICS, it was recognized that many incidents crossed jurisdictional boundaries or the limits of individual agency functional responsibility.



Two Solutions

Divide the incident geographically or functionally so that each jurisdiction or agency can establish its own ICS organization.

Create a single ICS incident structure and process that has an effective and responsible multijurisdictional or multiagency approach.

Unit 3:
Unified Command

Visual 3.4

Visual Description: Two Solutions

Key Points

Two solutions were considered for this problem:

1. Divide the incident either geographically or functionally so that each jurisdiction or agency could establish its own ICS organization in a well-defined geographical or functional area of responsibility. This was the simplest political solution, but there were cost and effectiveness reasons why this solution was unacceptable.
2. Create a single ICS incident structure with a built-in process for an effective and responsible multijurisdictional or multiagency approach. This solution became Unified Command.



Unified Command

- Enables all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies.
- Allows Incident Commanders to make joint decisions by establishing a single command structure.
- Maintains unity of command. Each employee only reports to one supervisor.



Unit 3:
Unified Command

Visual 3.5

Visual Description: Unified Command Organization

Key Points

The Unified Command organization consists of the Incident Commanders from the various jurisdictions or agencies operating together to form a single command structure. Remember that Unified Command:

- Enables all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies.
- Allows Incident Commanders to make joint decisions by establishing a single command structure.
- Maintains unity of command. Each employee only reports to one supervisor.

The primary differences between the single command structure and the Unified Command structure are that:

- In a single command structure, the Incident Commander is solely responsible (within the confines of his or her authority) for establishing incident management objectives and strategies. The Incident Commander is directly responsible for ensuring that all functional area activities are directed toward accomplishment of the strategy.
- In a Unified Command structure, the individuals designated by their jurisdictional authorities (or by departments within a single jurisdiction) must jointly determine objectives, strategies, plans, and priorities and work together to execute integrated incident operations and maximize the use of assigned resources.



Applying Unified Command

Unified Command is:

- A collaborative team-effort process.
- Not a new process.



For years, the U.S. military has used a similar concept to integrate military services in joint operations.

Unit 3:
Unified Command

Visual 3.6

Visual Description: Applying Unified Command

Key Points

Note that Unified Command:

- Is a collaborative team-effort process.
- Allows all agencies with responsibility for an incident to establish a common set of incident objectives that all can subscribe to.
- Is accomplished without losing or abdicating agency authority, responsibility, or accountability.
- Is not a new process or one that is unique to ICS.

The Incident Commanders within the Unified Command make joint decisions and speak as one voice. If there is a disagreement, it is worked out among the Incident Commanders within the Unified Command.

The exact composition of the Unified Command structure will depend on the location(s) of the incident (i.e., which geographical administrative jurisdictions are involved) and the type of incident (i.e., which functional agencies of the involved jurisdiction(s) are required).

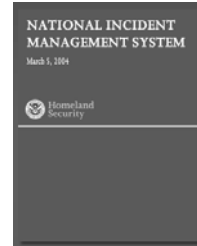
The U.S. military has used a similar concept for integrating military services in joint operations for years.



NIMS and Unified Command

NIMS encourages the use of Unified Command.

“As a team effort, Unified Command overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework.”



Unit 3:
Unified Command

Visual 3.7

Visual Description: NIMS & Unified Command

Key Points

The National Incident Management System (NIMS) encourages the use of Unified Command when appropriate.

The excerpt on the visual is from this longer quote from the NIMS document:

“Unified Command is an important element in multijurisdictional or multiagency domestic incident management. It provides guidelines to enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively. As a team effort, Unified Command overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework. All agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident and those able to provide specific resource support participate in the Unified Command structure and contribute to the process of determining overall incident strategies; selecting objectives; ensuring that joint planning for tactical activities is accomplished in accordance with approved incident objectives; ensuring the integration of tactical operations; and approving, committing, and making optimum use of all assigned resources.”



Unified Command: Multiple Jurisdictions

Incidents That Impact More Than One Political Jurisdiction

Example: A wildland fire starts in one jurisdiction and burns into another jurisdiction. Responding agencies from each jurisdiction have the same mission (fire suppression), and it is the political and/or geographical boundaries that mandate multiagency cooperation and involvement.



Unit 3:
Unified Command

Visual 3.8

Visual Description: Unified Command: Multiple Jurisdictions

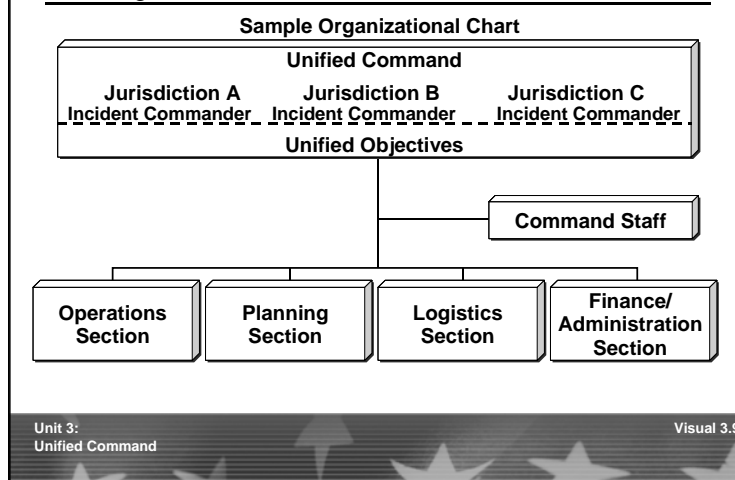
Key Points

Note the following points:

- Unified Command may be used when incidents impact more than one political jurisdiction.
- An example is a wildland fire starting in one jurisdiction and burning into another jurisdiction. Responding agencies from each jurisdiction have the same mission (fire suppression), and it is the political and/or geographical boundaries that mandate multiagency cooperation and involvement.



Multijurisdictional Incident



Visual Description: Multijurisdictional Incident

Key Points

The visual presents an example of a Unified Command organization chart for a multijurisdictional incident. The chart includes the following elements:

- **Unified Command:** The Unified Command is composed of the Incident Commanders from the three jurisdictions. The Unified Command establishes a single set of unified objectives.
- **Integrated Command and General Staff:** The organization has integrated Command Staff and Operations, Planning, Logistics, and Finance/Administration Sections.

Topic

Applying Unified Command

**Unified Command: Multiple Agencies/Single Jurisdiction****Incidents Involving Multiple Agencies/Departments Within the Same Political Jurisdiction**

Example: During a hazardous materials incident, the fire department has responsibility for fire suppression and rescue, the police department has responsibility for evacuation and area security, and public health agencies and others have responsibility for site cleanup.



Unit 3:
Unified Command

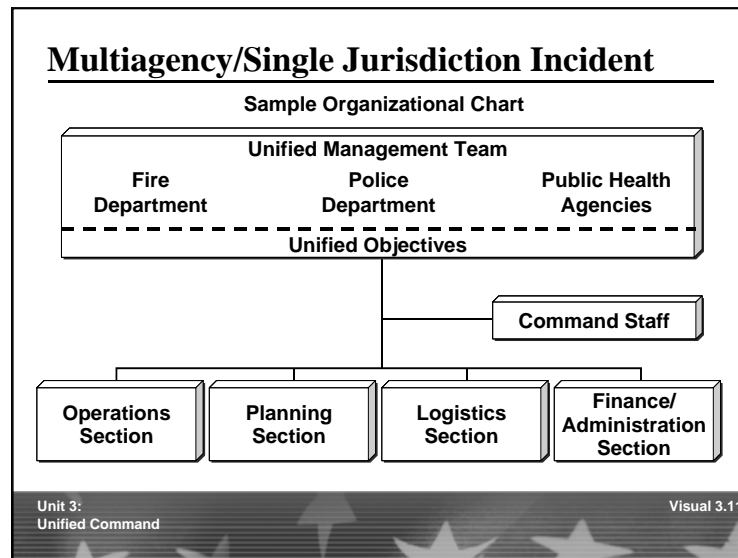
Visual 3.10

Visual Description: Unified Command: Multiple Agencies/Single Jurisdiction

Key Points

Note the following points:

- Unified Command may also be used when incidents involve multiple agencies or departments within the same political jurisdiction.
- An example is a hazardous materials incident in which the fire department has responsibility for fire suppression and rescue, the police department has responsibility for evacuation and area security, and the public health agencies and others have responsibility for site cleanup.



Visual Description: Multiagency/Single Jurisdiction Incident

Key Points

This visual presents an example of a Unified Command organization chart for a Multiagency/Single Jurisdiction incident. The chart includes the following elements:

- **Unified Command:** The Unified Command is composed of the Incident Commanders from the three departments of the single jurisdiction (fire department, police department, and public health agency). The Unified Command establishes a single set of unified objectives.
- **Integrated Command and General Staff:** The organization has integrated Command Staff and Operations, Planning, Logistics, and Finance/Administration Sections.

**Unified Command: Multiagency/Multijurisdiction**

Incidents That Impact on (or Involve) Several Political and Functional Agencies

Example: Severe weather, earthquakes, National Special Security Events, and terrorist threats involve large numbers of local, State, and Federal agencies. These incidents of national significance cross political boundaries and involve multiple functional authorities.



Unit 3:
Unified Command

Visual 3.12

Visual Description: Unified Command: Multiagency/Multijurisdiction

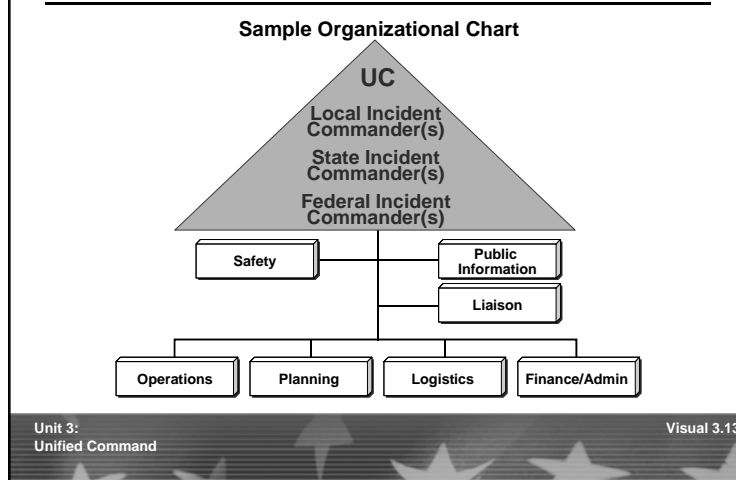
Key Points

Note the following points:

- A third instance in which Unified Command may be used involves incidents that impact on or involve several political and functional agencies.
- Examples are severe weather, earthquakes, National Special Security Events, and terrorist threats that involve large numbers of local, State, and Federal agencies. These incidents of national significance cross political boundaries and involve multiple functional authorities.



Multiagency/Multijurisdiction Incident



Visual Description: Multiagency/Multijurisdiction Incident

Key Points

This visual presents an example of a Unified Command organization chart for a multiagency/multijurisdiction incident. The chart includes the following elements:

- **Unified Command:** Incident Commanders from local, State, and Federal agencies comprise the Unified Command and share responsibility for incident management.
- **Integrated Command and General Staff:** The organization has integrated Command Staff (including Safety, Public Information, and Liaison functions) and Operations, Planning, Logistics, and Finance/Administration Sections.

This type of Unified Command would be established for complex incidents where the State and Federal government agencies have jurisdiction.



Unified Command Elements (1 of 2)

- **Policies, Objectives, Strategies:** Are established jointly by each jurisdiction/agency authority in advance of tactical operations.
- **Organization:** Consists of the various jurisdictional or agency on-scene senior representatives (agency Incident Commanders) operating within a Unified Command structure.
- **Resources:** Are supplied by the jurisdictions and agencies that have functional or jurisdictional responsibility.

Unit 3:
Unified Command

Visual 3.14

Visual Description: Unified Command Elements (1 of 2)

Key Points

There are four elements to consider when applying Unified Command:

- Policies, Objectives, and Strategies
- Organization
- Resources
- Operations

As a further explanation of these elements, read the following:

- Policies, objectives, and strategies are established jointly by each jurisdiction/agency authority in advance of tactical operations.
- Organization consists of the various jurisdictional or agency on-scene senior representatives (agency Incident Commanders) operating within a Unified Command structure.
- Resources are supplied by the jurisdictions and agencies that have functional or jurisdictional responsibility.

(Continued on next page.)



Unified Command Elements (2 of 2)

- **Operations:** Are directed by one person, the Operations Section Chief, who controls tactical resources. There is still unity of command.

Resources (personnel and equipment) stay under the administrative and policy control of their agencies. Operationally, they respond to mission assignments under the coordination and direction of the Operations Section Chief.

Unit 3:
Unified Command

Visual 3.15

Visual Description: Unified Command Elements (2 of 2)

Key Points

In a Unified Command only one person, the Operations Section Chief, controls tactical resources and directs incident operations. Within the operations there is unity of command.

Resources (personnel and equipment) stay under the administrative and policy control of their agencies. Operationally, personnel respond to mission assignments under the coordination and direction of the Operations Section Chief.



Unified Command Features: Overview

- A single integrated incident organization
- Collocated (shared) facilities
- Single planning process and Incident Action Plan
- Integrated General Staff
- Coordinated process for resource ordering



Unit 3:
Unified Command

Visual 3.16

Visual Description: Unified Command Features: Overview

Key Points

There are five primary features of a Unified Command Organization:

- A Single Integrated Incident Organization
- Collocated (Shared) Facilities
- A Single Planning Process and Incident Action Plan (IAP)
- Shared Operations, Planning, Logistics, and Finance/Administration Sections
- A Coordinated Process for Resource Ordering



Single Integrated Incident Organization

In a Unified Command:

- Jurisdictions and/or agencies blend into an integrated, unified team.
- The mix of participants depends on location of the incident and kind of incident.
- The members must function together as a team.



Unit 3:
Unified Command

Visual 3.17

Visual Description: Single Integrated Incident Organization

Key Points

The first primary feature of Unified Command is a single integrated incident organization:

- Under Unified Command, the various jurisdictions and/or agencies are blended together into an integrated, unified team.
- The resulting organization may be a mix of personnel from several jurisdictions or agencies, each performing functions as appropriate and working toward a common set of objectives.
- The proper mix of participants may depend on:
 - Location of the incident, which often determines the jurisdictions that must be involved.
 - Kind of incident, which dictates the functional agencies of the involved jurisdictions, as well as other agencies that may be involved. In a multijurisdictional situation, a Unified Command structure could consist of one responsible official from each jurisdiction. In other cases, Unified Command may consist of several functional department managers or assigned representatives from within a single political jurisdiction.
- Because of common ICS organization and terminology, personnel from other jurisdictions or agencies can easily be integrated into a single organization.



Building Teamwork

**How can you build the
teamwork necessary for
Unified Command?**

Unit 3:
Unified Command

Visual 3.18

Visual Description: Building Teamwork

Key Points

Answer the following question:



How can you build the teamwork necessary for Unified Command?



Collocated (Shared) Facilities

By bringing the responsible officials, Command Staffs, and planning elements together in a single Incident Command Post, a coordinated effort can be maintained.



Unit 3:
Unified Command

Visual 3.19

Visual Description: Collocated (Shared) Facilities

Key Points

The second feature of Unified Command is collocated, or shared, facilities.

Note the following key points:

- Bringing the responsible officials, Command Staffs, and planning elements together in a single Incident Command Post can promote coordination.
- Establishing one Base can serve the needs of multiple agencies.
- Using one Staging Area can be more efficient.



Single Planning Process and IAP

- Joint planning must be initiated as soon as two or more agencies form a Unified Command.
- This planning process results in a single Incident Action Plan (IAP) that addresses multijurisdiction or multiagency priorities and specifies tactical operations and resource assignments.



The planning process will be covered in Unit 6.

Unit 3:
Unified Command

Visual 3.20

Visual Description: Single Planning Process and IAP

Key Points

The third feature of Unified Command is a single planning process and Incident Action Plan (IAP).

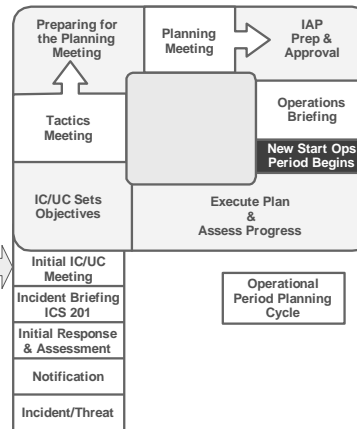
The planning process for Unified Command is similar to that used on a single jurisdiction or agency incident.



Planning “P” and Unified Command

The Planning “P” illustrates operational period planning process.

After the initial response and assessment, the Unified Command meet to set the incident objectives for the next operational period.



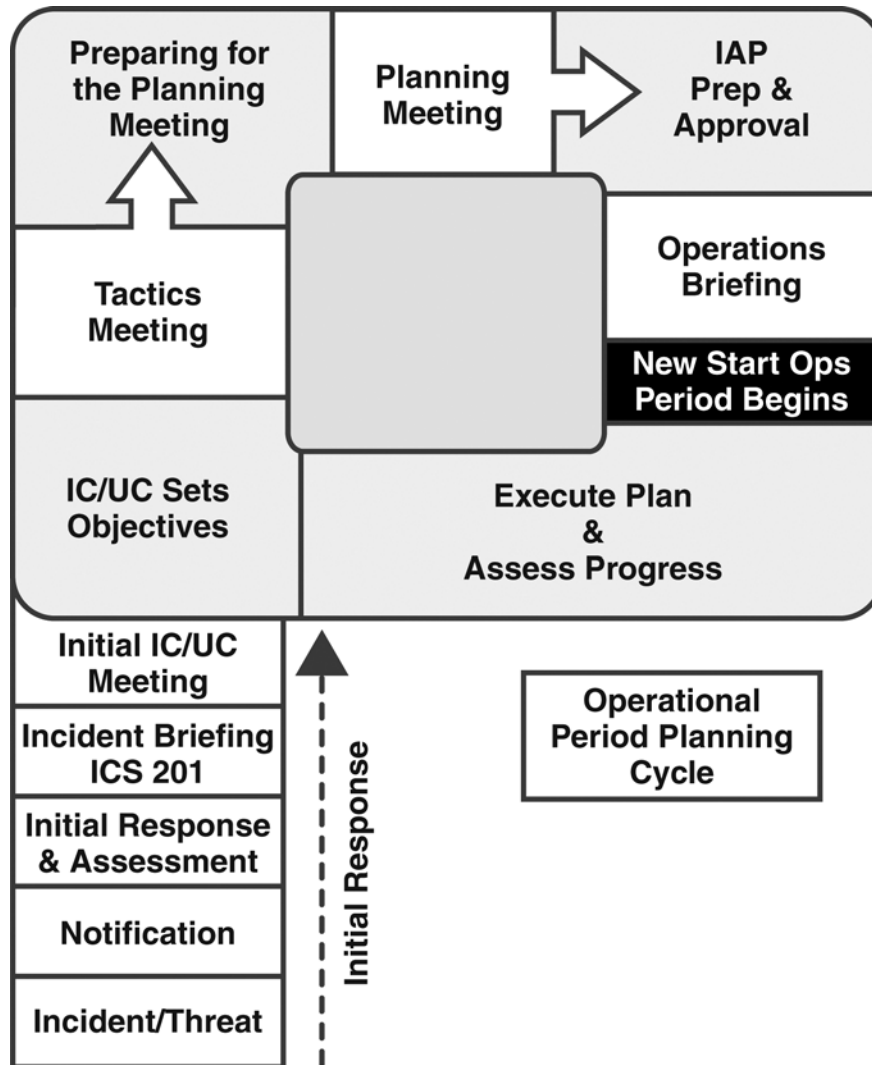
Visual Description: Planning “P” and Unified Command

Key Points

Note the following key points:

- The Planning “P” illustrates the process and steps involved in planning for an incident, from the onset of the incident (shown in the “leg” of the “P”) through preparations for the first operations period (shown in the “top” of the “P”).
- The planning cycle then continues for each successive operations period, as shown in the circular part of the “P”.
- As illustrated on the visual the Unified Command conduct an initial Unified Command meeting early in the incident response. Then the Unified Commanders jointly establish objectives for each operations period.

Refer to the larger version of this graphic on the following page.



Caption: The Planning “P” illustrates the incident planning process.

- The leg of the “P” describes the initial response period: Once the incident/threat begins, the steps are Notification, Initial Response & Assessment, Incident Briefing (ICS 201), and Initial Incident Command/Unified Command Meeting.
- At the top of the leg of the “P” is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Sets Objectives, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.
- At this point a new operations period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins again.



Command Meeting

The command meeting:

- Includes all members of the Unified Command.
- Takes place before the first operational period planning meeting.
- Provides the responsible agency officials with an opportunity to discuss and concur on important issues prior to joint incident planning.

Unit 3:
Unified Command

Visual 3.22

Visual Description: Command Meeting

Key Points

An important aspect of planning under Unified Command is the need for all jurisdictional or functional agency Incident Commanders to participate in a command meeting early in the incident response.

The command meeting provides the responsible agency officials with an opportunity to discuss and concur on important issues prior to joint incident planning.

Requirements for the command meeting include:

- The command meeting should include only agency Incident Commanders.
- The meeting should be brief, and important points should be documented.
- Prior to the meeting, the respective responsible officials should have reviewed the purposes and agenda items and be prepared to discuss them.



Command Meeting Agenda (1 of 2)

- Statement of specific jurisdictional/agency goals, based on the following overarching priorities:
 - #1: Life Saving
 - #2: Incident Stabilization
 - #3: Property Preservation
- Presentation of jurisdictional limitations, concerns, and restrictions
- Development of a collective set of incident objectives
- Establishment and agreement on acceptable priorities
- Adoption of an overall strategy or strategies to accomplish objectives

Unit 3:
Unified Command

Visual 3.23

Visual Description: Command Meeting Agenda (1 of 2)

Key Points

The agenda for the command meeting should include the following:

- Statement of specific jurisdictional/agency goals, based on the following overarching priorities:
 - #1: Life Saving
 - #2: Incident Stabilization
 - #3: Property Preservation
- Presentation of jurisdictional limitations, concerns, and restrictions
- Development of a collective set of incident objectives
- Establishment and agreement on acceptable priorities
- Adoption of an overall strategy or strategies to accomplish objectives

(Continued on next page.)



Command Meeting Agenda (2 of 2)

- Agreement on the basic organization structure
- Designation of the best qualified and acceptable Operations Section Chief
- Agreement on General Staff personnel designations
- Agreement on planning, logistical, and finance agreements and procedures
- Agreement on the resource ordering process to be followed
- Agreement on cost-sharing procedures
- Agreement on informational matters
- Designation of one agency official to act as the Unified Command spokesperson

Unit 3:
Unified Command

Visual 3.24

Visual Description: Command Meeting

Key Points

Additional agenda items include:

- Agreement on the basic organization structure
- Designation of the best qualified and acceptable Operations Section Chief
- Agreement on General Staff personnel designations
- Agreement on planning, logistical, and finance agreements and procedures
- Agreement on the resource ordering process to be followed
- Agreement on cost-sharing procedures
- Agreement on informational matters
- Designation of one agency official to act as the Unified Command spokesperson



Shared General Staff Sections

Integrating multijurisdictional and/or multiagency personnel into various other functional areas may be beneficial. For example:

- In Operations and Planning, Deputy Section Chiefs can be designated from an adjacent jurisdiction.
- In Logistics, a Deputy Logistics Section Chief from another agency or jurisdiction can help to coordinate incident support.

Are there more examples?

Unit 3:
Unified Command

Visual 3.25

Visual Description: Shared General Staff Sections

Key Points

The fourth feature of Unified Command is shared Operations, Planning, Logistics, and Finance/Administration Sections. The benefits of sharing these General Staff components include:

- The Unified Command incident organization can benefit by integrating multijurisdictional and/or multiagency personnel into various other functional areas.
- Integrating other agency personnel into an organization can be equally beneficial in a single incident command situation.

Examples:

- In Operations and Planning, Deputy Section Chiefs can be designated from an adjacent jurisdiction, which may in future operational periods have the primary responsibility for these functions. By placing other agency's personnel in the Planning Section's Situation, Resources, and Demobilization Units, there can be significant savings in personnel, and increased communication and information sharing.
- In Logistics, a deputy Logistics Section Chief from another agency or jurisdiction can help to coordinate incident support as well as facilitate resource ordering activities. Placing other agencies' personnel into the Communications Unit helps in developing a single incident-wide communications plan.
- Although the Finance/Administration Section often has detailed agency-specific procedures to follow, cost savings may be realized through agreements on cost sharing for essential services. For example, one agency might provide food services, another fuel, another security, etc.



Integrated General Staff

- Incident Commanders within the Unified Command must concur on the selection of the General Staff Section Chiefs.
- The Operations Section Chief must have full authority to implement the tactics within the IAP.



Unit 3:
Unified Command

Visual 3.26

Visual Description: Integrated General Staff

Key Points

Additional considerations for having an integrated General Staff include:

- Incident Commanders within the Unified Command must concur on the selection of the General Staff Section Chiefs.
- The Operations Section Chief must have full authority to implement the tactics within the Incident Action Plan (IAP).



Selection of the Ops Section Chief

What should be considered when selecting the Ops Section Chief in a Unified Command?

Unit 3:
Unified Command

Visual 3.27

Visual Description: Selection of the Operations Section Chief

Key Points

Answer the following question:



What should be considered when selecting the Operations Section Chief in a Unified Command?



Coordinated Resource Ordering

The Incident Commanders within the Unified Command work together to establish resource ordering procedures that allow for:

- Deployment of scarce resources to meet high-priority objectives.
- Potential cost savings through agreements on cost sharing for essential services.



Unit 3:
Unified Command

Visual 3.28

Visual Description: Coordinated Resource Ordering

Key Points

The fifth feature of Unified Command is coordinated resource ordering.

- An important advantage of Unified Command is advance establishment of resource ordering procedures. These decisions are made during the command meeting.
- The Planning Meeting will determine resource requirements for all levels of the organization. However, the nature and location of the incident will, to some extent, dictate the most effective off-incident resource ordering process.
- The resource requirements established at the planning meeting are given to the Logistics Section, which then creates a resource order that is transmitted to one agency's dispatch center to be filled.
- Some situations may require resource orders to be made to different agencies from the incident. Multiple resource orders are generally less desirable than the use of a single resource order, and should be avoided when possible.
- If the incident is operating under Unified Command, specific kinds and types of resources to be supplied by certain jurisdictions or agencies may be predesignated as a part of the resource order. This will depend upon the prior commitments of the responsible agency officials in the Unified Command meeting. If this information is not known in advance, then it will be up to the individual agency dispatch center receiving the resource order to fill the order based on closest available resources.



Incident Commander Responsibilities

Each designated agency Incident Commander functioning in a Unified Command must:

- Act within his/her jurisdictional or agency limitations.
- Inform the other Commanders of any legal, political, jurisdictional, or safety restrictions.
- Be authorized to perform certain activities and actions on behalf of the jurisdiction or agency he/she represents.
- Manage the incident to the best of his/her abilities.

Unit 3:
Unified Command

Visual 3.29

Visual Description: Incident Commander Responsibilities

Key Points

Individually and collectively, the designated agency Incident Commanders functioning in a Unified Command must:

- Be clear on their jurisdictional or agency limitations. Any legal, political, jurisdictional, or safety restrictions must be identified and made known to all.
- Be authorized to perform certain activities and actions on behalf of the jurisdiction or agency they represent. These actions could include:
 - Ordering of additional resources in support of the Incident Action Plan.
 - The possible loaning or sharing of resources to other jurisdictions.
 - Agreeing to financial cost-sharing arrangements with participating agencies.

Note that the Unified Command has the responsibility to manage the incident to the best of its abilities. These responsibilities include:

- Working closely with the other Incident Commanders in the Unified Command.
- Providing sufficient qualified staff and resources.
- Anticipating and resolving problems.
- Delegating authority as needed.
- Inspecting and evaluating performance.
- Communicating with their own agency on priorities, plans, problems, and progress.

(Continued on next page.)

- The members of the Unified Command must function together as a team. They must ensure that effective coordination takes place. In many ways, this is the most important function they perform in Unified Command. There are two distinct levels of coordination:
 - Coordination with other members of the Unified Command team. It is essential that all participants be kept mutually informed, involved, and consulted.
 - Coordination with higher authorities, agency executive or administrators, etc. It is important to keep their respective authorities well informed and confident that the incident is being competently managed.



Spokesperson Designation

One of the Incident Commanders may be designated as the spokesperson.
The spokesperson:

- Serves as a designated channel of communications from Command and General Staff members into the Unified Command.
- Does NOT make independent command decisions, but does provide a point of contact as necessary for the Command and General Staffs.



Unit 3:
Unified Command

Visual 3.30

Visual Description: Spokesperson Designation

Key Points

One of the Incident Commanders may be designated as the spokesperson. Remember that this was one of the items included in the agenda for the command meeting.

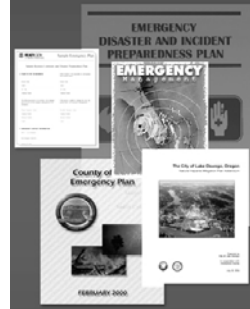
The spokesperson:

- Serves as a designated channel of communications from Command and General Staff members into the Unified Command.
- Does not make independent command decisions, but does provide a point of contact as necessary for the Command and General Staffs.



Unified Command and Preparedness

- Include Unified Command delegations in local emergency operations plans and interagency/mutual-aid agreements.
- Conduct training exercises using Unified Command with adjacent jurisdictions and functional agencies.



Unit 3:
Unified Command

Visual 3.31

Visual Description: Unified Command and Preparedness

Key Points

In order for Unified Command to be used successfully, it is important that agencies and jurisdictions prepare to use it. Preparation can be achieved in the following ways:

- Include Unified Command in local operations plans. It is recommended that Unified Command structures and agency responsibilities in local areas be included in local emergency operations plans and interagency mutual-aid agreements.
- Train often as a team. It is important to routinely conduct training and exercises in Unified Command with adjacent jurisdictions and functional agencies. Incident Commanders who work and train together in all types of situations will better adapt to incidents managed under Unified Command, thus helping to ensure a successful outcome.

Training includes being knowledgeable about ICS and Unified Command. It is essential to understand how ICS Unified Command functions. Knowledge of ICS principles and structure will enable managers to accept and easily adapt to a Unified Command mode of operation when it is required. Lack of knowledge about ICS can limit the willingness of some jurisdictions or agencies to participate in a Unified Command incident organization. It is impossible to implement Unified Command unless agencies have agreed to participate in the process.



Advantages of Unified Command (1 of 2)

Now that you've learned more about Unified Command . . .

What are the
advantages of using
Unified Command?

Unit 3:
Unified Command

Visual 3.32

Visual Description: Advantages of Unified Command (1 of 2)

Key Points

Answer the following question:



What are the advantages of using Unified Command?



Advantages of Unified Command (2 of 2)

- One set of incident objectives
- Collective approach to strategies
- Improved information flow
- Mutual understanding of priorities and restrictions
- Agency authority not compromised
- Awareness of others' tactics
- Combined efforts are optimized
- Duplicate efforts/resources reduced or eliminated

Unit 3:
Unified Command

Visual 3.33

Visual Description: Advantages of Unified Command (2 of 2)

Key Points

The advantages of using Unified Command include:

- One set of objectives is developed for the entire incident.
- A collective approach is made to developing strategies to achieve incident goals.
- Information flow and coordination is improved between all jurisdictions and agencies involved in the incident.
- All agencies with responsibility for the incident have an understanding of one another's priorities and restrictions.
- No agency's authority or legal requirements will be compromised or neglected.
- Each agency is fully aware of the plans, actions, and constraints of all others.
- The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan.
- Duplicative efforts are reduced or eliminated, thus reducing cost and chances for frustration and conflict.

Topic

Applied Exercise



Applied Exercise: School Bus Accident



Visual Description: Applied Exercise: School Bus Accident

Key Points

Exercise Introduction:

- The scenario involves a school bus accident on a highway that is the boundary between two political jurisdictions.
- The exercise applies the key learning points and the objectives for this unit.



Exercise Instructions

Instructions:

1. Working as a team, review the scenario, scenario map, and resource list in your Student Manuals.
2. Assuming that a Unified Command will be established, complete the following steps:
 - List who would be included in the Unified Command structure.
 - Describe the challenges facing the Unified Command.
 - Describe the strategies the Unified Command structure will use to address these challenges and facilitate information flow and coordination.
3. Select a spokesperson and be prepared to present your work in 30 minutes.

Unit 3:
Unified Command

Visual 3.35

Visual Description: Exercise Instructions

Key Points

Refer to the following page for instructions on completing this activity.

Topic

Applied Exercise

Purpose:

The purpose of this activity is to provide you with an opportunity to apply what you have learned about Unified Command to an incident involving a school bus accident on a highway separating two political jurisdictions.

Instructions: Follow the steps below to complete this activity:

1. Working as a team, review the scenario, map, and resource list.
2. Complete the following steps:
 - List who would be included in the Unified Command structure.
 - Describe the challenges facing the Unified Command.
 - Describe the strategies the Unified Command structure will use to address these challenges and facilitate information flow and coordination.

Scenario:

- Exciting Days Amusement Park lies within a heavily populated area of the State of New Jersey. This park is located one mile south of a major interstate highway on Route 537, a four-lane roadway that also serves as the border between Ocean and Monmouth Counties. Millstone Township lies to the north (Monmouth County), and Jackson and Plumsted Townships to the south (Ocean County). Ocean and Monmouth Counties are heavily populated with single family homes. Many of the residents commute long distances to a major city for employment.
- It is late afternoon on a warm weekday in mid May. Traffic on Route 537 is heavy in both directions due to commuter traffic traveling southbound returning home from work and northbound traffic exiting the amusement park.
- A tanker, heading north on Route 537, suddenly loses control and crosses the center divider. It strikes headfirst into a southbound school bus containing grammar school students that has just exited the park. The driver of the tanker is killed instantly as is the bus driver. After the impact, the tanker swerves across the southbound lanes of Route 537 and overturns. The bus comes to rest in a ditch on the shoulder of the highway. Liquid sulfur begins leaking from the tanker.
- Other vehicles are struck by the tanker as it swerves across the roadway. Several cars and another school bus cannot stop in time to avoid striking the damaged bus in the northbound lanes.
- Children in the first six rows of the first school bus are injured, some critically, and numerous injuries are reported in the second bus and automobiles that are involved in the collision.
- Traffic on Route 537 is brought to a standstill. The accident also affects the interstate highway hindering traffic flow on that roadway and blocking the exits to Route 537.
- The several thousand vehicles that remain inside the Exciting Days parking area are also trapped as exits from that facility are blocked as well.
- The emergency operations plans indicate that a unified command structure will be established where county jurisdictions overlap.

Topic**Applied Exercise****Weather:**

80 degrees and cloudy, heavy thunderstorms are predicted for late afternoon.

Resources:**Law Enforcement:**

Jackson Police	10 units
Plumsted Police	2 units
State Police	7 units

Fire:

Jackson District 1	2 engine companies
Jackson District 2	1 rescue company
	1 engine company
Jackson District 3	1 engine company
	2 brush trucks
Millstone Fire	1 engine company
	1 truck
Plumsted	1 engine company

Monmouth County Haz Mat team

EMS:

Monmouth Co.	7 BLS units
Monmouth Co.	2 ALS units
Ocean Co.	5 BLS units
Ocean Co.	5 ALS units (nontransport)
EMS Supervisor	1 Supervisor

State Police:

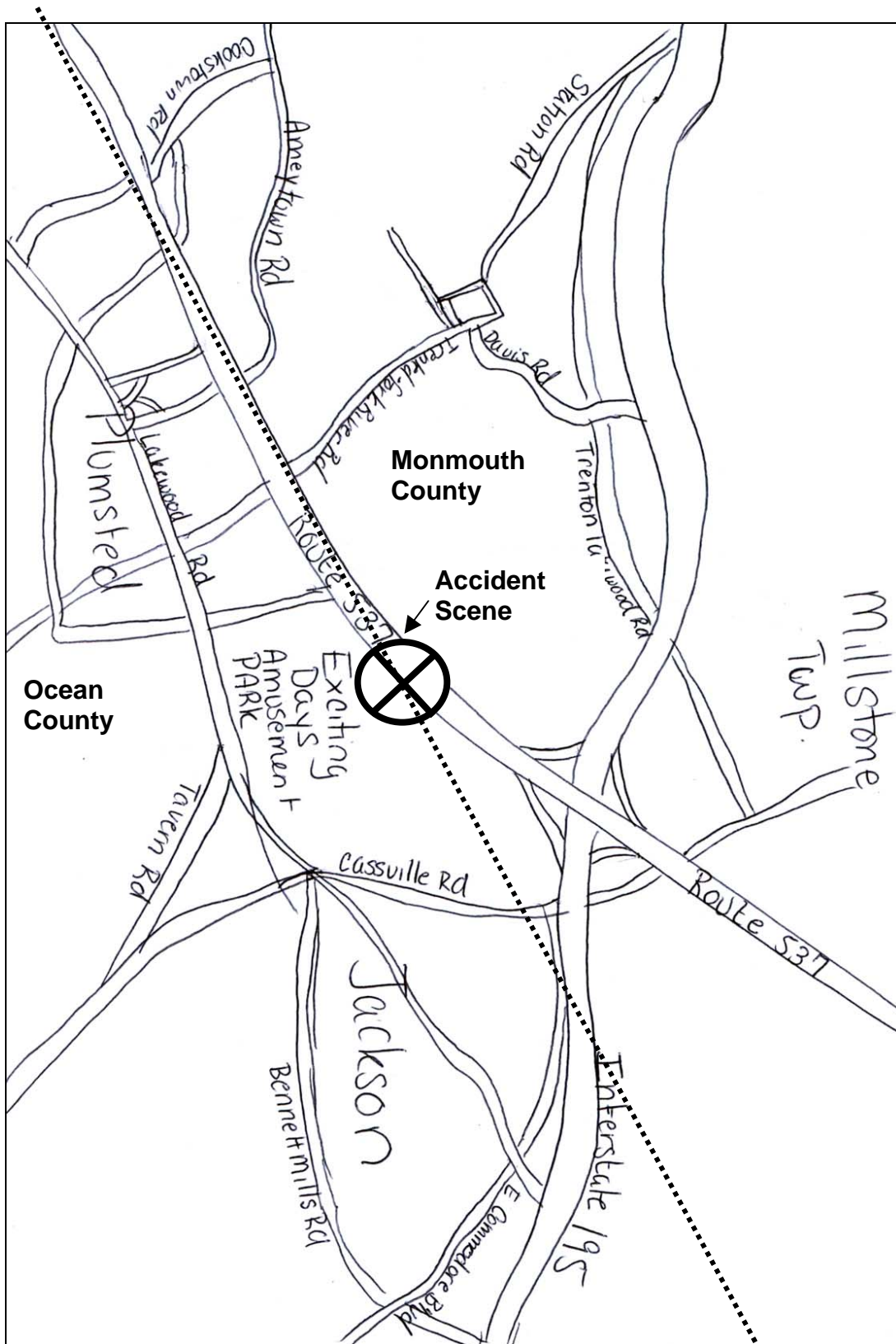
Medivac	1 Helicopter
---------	--------------

Public Works:

Highway Engineer Ocean County
2 commercial wreckers
6 light wreckers
3 5-ton dump trucks
Sign boards

Critical Issues Facing Responders:

- Rescue and extrication
- On-scene critical care
- Triage and transport
- Hazardous materials incident
- Traffic gridlock
- Traffic diversion
- Accident investigation
- Hazardous material cleanup
- Reopen roadway

Map:



Summary

Are you now able to:

- Define and identify the primary features of Unified Command?
- Describe how Unified Command functions on a multijurisdiction or multiagency incident?
- List the advantages of Unified Command?
- Given a simulated situation, demonstrate roles and reporting relationships under a Unified Command that involves agencies within the same jurisdiction and under multijurisdiction conditions?

Unit 3:
Unified Command

Visual 3.36

Visual Description: Summary

Key Points

Are you now able to:

- Define and identify the primary features of Unified Command?
- Describe how Unified Command functions on a multijurisdiction or multiagency incident?
- List the advantages of using Unified Command?
- Given a simulated situation, demonstrate roles and reporting relationships under a Unified Command that involves agencies within the same jurisdiction and under multijurisdiction conditions?

**Your Notes**

Unit 4: Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives



**Unit 4:
Incident/Event Assessment &
Agency Guidance for Establishing
Incident Objectives**



Visual Description: Unit Introduction

Key Points

This unit focuses on the assessment of incidents/events and on developing incident objectives. It includes a discussion of steps in the planning process that are completed as the assessment is done and initial incident objectives are established.



Unit Objectives

- Describe methods and tools used to assess incident/event complexity.
- Describe types of agency(s) policies and guidelines that influence management of incident or event activities.
- Describe the process for developing incident objectives, strategies, and tactics.
- Describe the steps in transferring and assuming incident command
- As part of an exercise, develop incident objectives for a simulated incident.

Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.2

Visual Description: Unit Objectives

Key Points

By the end of this unit, you should be able to:

- Describe methods and tools used to assess incident/event complexity.
- Describe types of agency(s) policies and guidelines that influence management of incident or event activities.
- Describe the process for developing incident objectives, strategies, and tactics.
- Describe the steps in transferring and assuming incident command.
- As part of an exercise, develop incident objectives for a simulated incident.

These objectives were developed by the National Wildfire Coordination Group (NWCG) and were revised in coordination with the U.S. Department of Homeland Security (DHS) in 2005.



Activity: Incidents vs. Events

Instructions:

1. Review the definitions below.
 - **Incident:** An unexpected occurrence that requires immediate response actions through an ICS organization.
 - **Event:** A future activity that will include the activation of an ICS organization.
2. Working as a team, identify the differences and similarities between planning for incidents versus events. Record your answers on chart paper.
3. Choose a spokesperson and be ready to present your answers to the large group in 10 minutes.

Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.3

Visual Description: Activity: Incidents vs. Events

Key Points

Purpose: The purpose of this activity is to identify the differences and similarities between planning for incidents versus events.

Instructions:

1. Review the definitions below.
 - **Incident:** An unexpected occurrence that requires immediate response actions through an ICS organization.
 - **Event:** A future activity that will include the activation of an ICS organization.
2. Working as a team, identify the differences and similarities between planning for incidents versus events. Record your answers on chart paper.
3. Choose a spokesperson and be ready to present your answer to the large group in 10 minutes.



Planning for Incidents

The incident planners must take into account the following factors:

- Time criticality
- Unstable, changing situation
- Potential rapid expansion of incident and response
- Incomplete communications and information
- Lack of experience managing expanding incidents

Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.4

Visual Description: Planning for Incidents

Key Points

Unplanned incidents are by far more common than events. Incidents are often characterized by several important factors that need to be considered when planning for the incident:

- Time is of the essence (time criticality).
- The situation is unstable.
- The incident has the potential to expand rapidly.
- Communications and information may be incomplete.
- Staff on scene may be experienced in control measures, but are usually junior in the organization and not necessarily experienced in managing expanding incidents.

This kind of situation requires immediate organizing actions that must be taken to ensure effective incident management and control. It is obvious, but too often overlooked, that the number of considerations will increase as the situation deteriorates and the incident grows.

The first responding units to the incident must take the initial steps to provide organization for the incident. While that may appear obvious, the longer term importance of these initial decisions is often overlooked.



Planning for Events

The planner of an event should know:

- Type of event
- Location, size, expected duration, history, and potential in order to project incident objectives
- Number of agencies involved
- Single or multijurisdiction
- Command staff needs
- Kind, type, number of resources required
- Projected aviation operations
- Staging Areas required
- Other facilities required
- Kind and type of logistical support needs
- Financial considerations
- Known limitations or restrictions
- Available communications

Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.5

Visual Description: Planning for Events

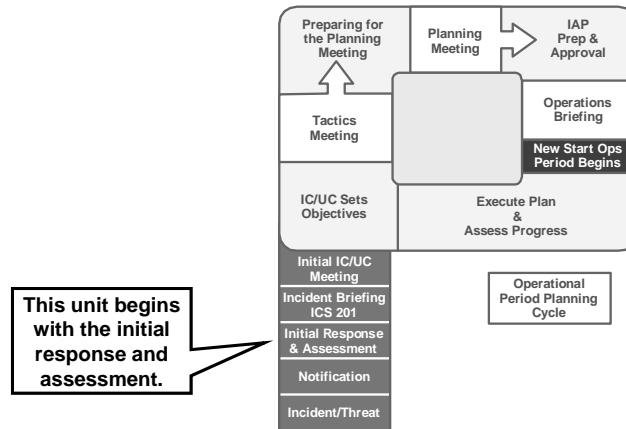
Key Points

The planner of an event should know the following:

- Type of event
- Location, size, expected duration, history, and potential in order to project incident objectives
- Number of agencies involved
- Single or multijurisdiction
- Command staff needs (public information, safety, and liaison)
- Kind, type, and number of resources required
- Projected aviation operations
- Staging Areas required
- Other facilities required
- Kind and type of logistical support needs (e.g., communications, food, medical)
- Financial considerations
- Known limitations or restrictions
- Available communications



Planning “P” and Initial Response



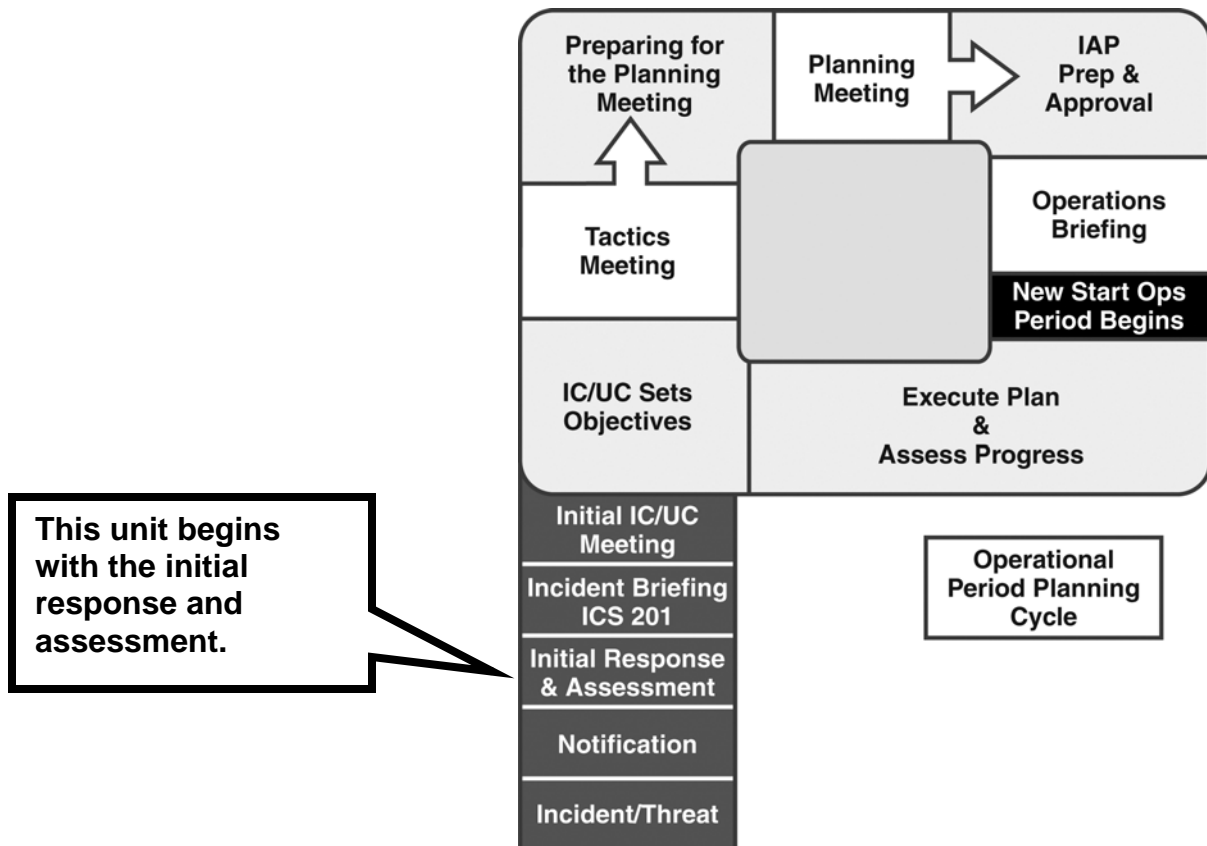
Visual Description: The Planning “P” and Initial Response

Key Points

Remember: The Planning “P” illustrates the process and steps involved in planning for an incident.

This unit involves the initial response and assessment as highlighted in the Planning “P” visual.

Refer to the larger version of this graphic shown on the following page.



Caption: The Planning "P" illustrates the incident planning process.

- The leg of the "P" describes the initial response period: Once the incident/threat begins, the steps are Notification, Initial Response & Assessment, Incident Briefing (ICS 201), and Initial Incident Command/Unified Command Meeting.
- At the top of the leg of the "P" is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Sets Objectives, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.
- At this point a new operations period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins again.

This unit begins with the initial response and assessment.



Initial Actions

What actions must the first responding units take to organize an incident?

Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.7

Visual Description: Initial Actions

Key Points

Answer the following question:



What actions must the first responding units take to organize an incident?



Initial Response Actions

Assessment and Safety

- Size up the situation.
- Determine if life is at risk.
- Ensure personnel safety.
- Identify environmental issues to address.

Planning and Resource Management

- Assume command and establish Incident Command Post.
- Establish immediate incident objectives, strategies, and tactics.
- Determine resource needs.
- Establish initial organization that maintains span of control.

Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.8

Visual Description: Initial Response Actions

Key Points

Note the importance of the initial actions by reviewing the following:

- Emergencies such as fires, searches, law enforcement operations, hazardous materials incidents, and emergency medical situations have different characteristics and require specially trained personnel. Yet they are quite similar in how they are approached from an incident management standpoint.
- For any incident, the person currently in charge (Incident Commander) must do at least the following:
 - Size up the situation. A thorough size-up will provide the Incident Commander with the information needed to make initial management decisions.
 - Determine if life is at immediate risk.
 - Ensure that personnel safety factors are taken into account.
 - Determine if there are any environmental issues that need to be addressed. For example, will a hazardous materials spill affect a nearby lake or stream? Is there a toxic plume that requires evacuation?

(Continued on next page.)

Topic**Initial Response Actions**

- Assume command and establish Incident Command Post.
- Establish immediate incident objectives, strategies, and tactics. The size-up should provide information about what needs to be done first to prevent loss of life or injury and to stabilize the situation. For small incidents, the initial Incident Action Plan (IAP) may be verbal and may cover the entire incident. For larger, more complex incidents, the initial IAP may cover the initial operating period. A written IAP will then be developed.
- Determine if there are enough resources of the right kind and type on scene or ordered. The incident objectives will drive resource requirements. What resources are required to accomplish the immediate incident objectives? If the right kind and type of resources are not on scene, the Incident Commander must order them immediately.
- Establish the initial organization that maintains span of control. At this point, the Incident Commander should ask: What organization will be required to execute the IAP and achieve the objectives? He or she should establish that organization, always keeping in mind safety and span-of-control concerns. Consider if span of control is or will soon approach practical limits. The span of control range of three to seven is to ensure safe and efficient utilization of resources.



Initial Response: Conduct a Size-Up

The first responder to arrive must assume command and size up the situation by determining:

- Nature and magnitude of the incident
- Hazards and safety concerns
 - Hazards facing response personnel and the public
 - Evacuation and warnings
 - Injuries and casualties
 - Need to secure and isolate the area
- Initial priorities and immediate resource requirements
- Location of Incident Command Post and Staging Area
- Entrance and exit routes for responders

Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.9

Visual Description: Initial Response: Conduct a Size-Up

Key Points

In an initial incident, a size-up is done to set the immediate incident objectives.

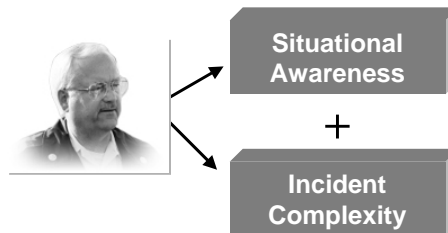
First responder to arrive must assume command and size up the situation by determining:

- Nature and magnitude of the incident
- Hazards and safety concerns
 - Hazards facing response personnel and the public
 - Evacuation and warnings
 - Injuries and casualties
 - Need to secure and isolate the area
- Initial priorities and immediate resource requirements
- Location of Incident Command Post and Staging Area
- Entrance and exit routes for responders



Initial Management Decisions

A thorough size-up provides information needed to make initial management decisions.



Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.10

Visual Description: Initial Management Decisions

Key Points

Size-up, or a clear understanding of an incident or event, is critical to determining incident objectives and strategies and applying tactics.

Many factors must be considered when performing this assessment, but the most important and all-encompassing factors are “situational awareness” and “incident complexity.”



Situational Awareness

Situational awareness is the perception of:

- What the incident is doing, and
- What you are doing in relation to the incident and your objectives.

Situational awareness involves the ability to predict:

- Changes in the incident, and
- Your future actions.

Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.11

Visual Description: Situational Awareness

Key Points

“Situational awareness” is the perception of what the incident is doing and what you are doing in relation to the incident and your objectives. It involves an awareness of potential incident behavior and the ability to predict where the incident, and you, will be in the future.



Situational Awareness Skills

- Identify problems/potential problems.
- Recognize the need for action (atypical situations).
- Do NOT ignore information discrepancies; rather, analyze discrepancies before proceeding.
- Seek and provide information before acting.
- Continue collecting information about the incident and assignments made.
- Assess your own task performance.
- Identify deviations from the expected.
- Communicate your situational awareness to all team members!

Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.12

Visual Description: Situational Awareness Skills

Key Points

Situational awareness depends both on individual perception and sharing it with the rest of the team, and involves these actions:

- Identify problems or potential problems.
- Recognize the need for action (atypical situations).
- Do not ignore information discrepancies; rather, analyze discrepancies before proceeding.
- Seek and provide information before acting.
- Continue collecting information about the incident and assignments made.
- Assess your own task performance.
- Identify deviations from the expected.
- Communicate your situational awareness to all team members!



Loss of Situational Awareness

Tunnel vision is an indicator of losing situational awareness.

How might you know if you are experiencing tunnel vision?

What causes tunnel vision? How can it be avoided?

Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.13

Visual Description: Loss of Situational Awareness

Key Points

When under stress, adrenaline in the body may shut down or reduce some body functions to be able to enhance others. Tunnel vision can occur on both physiological and psychological levels. Hearing and vision may become narrow to focus on the most immediate physical setting or needs. As one's ability to take in new information decreases, it can cause a decisionmaker to lose the "big picture" and miss important factors.

Answer the following questions:



How might you know if you are experiencing tunnel vision?



What causes tunnel vision? How can it be avoided?



Complexity Analysis Factors

- Impacts to life, property, and the economy
- Community and responder safety
- Potential hazardous materials
- Weather and other environmental influences
- Likelihood of cascading events
- Potential crime scene (including terrorism)
- Political sensitivity, external influences, and media relations
- Area involved, jurisdictional boundaries
- Availability of resources

Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.14

Visual Description: Complexity Analysis Factors

Key Points

Complexity analysis is that combination of involved factors that affect the probability of control of an incident. Many factors determine the complexity of an incident, including:

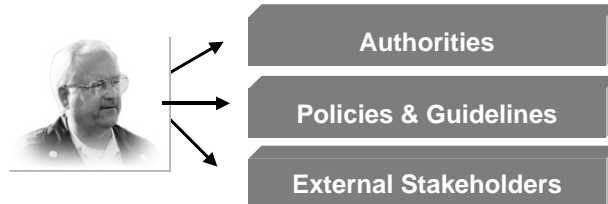
- Impacts to life, property, and the economy.
- Community and responder safety.
- Potential hazardous materials.
- Weather and other environmental influences.
- Likelihood of cascading events.
- Potential crime scene (including terrorism).
- Political sensitivity, external influences, and media relations.
- Area involved and jurisdictional boundaries.
- Availability of resources.

Topic

Incident Assessment

**Authorities, Policies, and External Stakeholders**

In addition to the information collected during the size-up, the Incident Commander must take into account:



Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.15

Visual Description: Authorities, Policies, and External Stakeholders

Key Points

The Incident Commander must also be aware of authorities, policies, and external stakeholders as part of the incident size-up.

Agency policy can affect the establishment of incident objectives. All agencies develop policies and guidelines for accomplishing their responsibilities. The Incident Commander must be fully aware of agency policy including any limits of authority.

On the majority of incidents, agency policy is known by the Incident Commander because the incident occurs in his/her jurisdiction. These guidelines and policies may be for routine activities or for emergency activities, or both. All or some of these policies and guidelines may come to bear in the management of an incident or a planned event based upon the jurisdiction of an agency. Some agencies will require agency policies in writing on large incidents; others do not.

These policies, guidelines, and authorities may give direction on the following:

- Safety
- Control objectives
- Cleanup and rehabilitation guidelines
- Spending
- Resource sharing

External stakeholders are those parties not directly affected by the incident who, nonetheless, could be affected by decisions that are made in conjunction with the incident. External stakeholders can usually be identified when the question is asked, “Who else could be affected by this decision?”



Agency Policies and Guidelines

What are some examples of agency policies and guidelines that can affect your management of an incident?

Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.16

Visual Description: Agency Policies and Guidelines

Key Points

Answer the following question:



What are some examples of agency policies and guidelines that can affect your management of an incident?

Topic

Agency Policies and Guidelines

**Policies and Guidelines: Examples**

- Pre-incident plans
- Standard operating procedures
- Emergency operations plans
- Continuity of operations plans
- Community preparedness plans
- Mutual-aid agreements
- Wildland Fire Situation Analysis (WFSA)
- Wildland Fire Implementation Plan (WFIP)
- Corrective action plans
- Mitigation plans
- Recovery plans
- Tribal, State, regional, and national mobilization guides
- Field operations guides

Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.17

Visual Description: Policies and Guidelines: Examples

Key Points

The following are examples of agency policies and guidelines that can affect management of an incident:

- Pre-incident plans
- Standard operating procedures
- Emergency operations plans
- Continuity of operations plans
- Community preparedness plans
- Mutual aid agreements
- Wildland Fire Situation Analysis (WFSA)
- Wildland Fire Implementation Plan (WFIP)
- Corrective action plans
- Mitigation plans
- Recovery plans
- Tribal, State, regional, and national mobilization guides
- Field operations guides



Responsibility for Developing Objectives

- On small incidents, the Incident Commander is solely responsible for developing incident objectives.
- On larger incidents, Command and General Staff contribute to the development of incident objectives.



Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.18

Visual Description: Responsibility for Developing Objectives

Key Points

Note the following points:

- On small incidents, the Incident Commander is solely responsible for developing incident objectives.
- On larger incidents, Command and General Staff contribute to the development of incident objectives.

The following are examples of the relationship between incident objectives, strategies, and tactics:

- Incident objectives state what will be accomplished.
- Strategies establish the general plan or direction for accomplishing the incident objectives.
- Tactics specify how the strategies will be executed.



Overall Priorities

Incident objectives are established based on the following priorities:

#1: Life Saving

#2: Incident Stabilization

#3: Property Preservation



Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.19

Visual Description: Overall Priorities

Key Points

Throughout the incident, objectives are established based on the following priorities:

- **First Priority:** Life Saving
- **Second Priority:** Incident Stabilization
- **Third Priority:** Property Preservation



Writing “SMART” Objectives

- **Specific** - Is the wording precise and unambiguous?
- **Measurable** - How will achievements be measured?
- **Action Oriented** - Is an action verb used to describe expected accomplishments?
- **Realistic** - Is the outcome achievable with given available resources?
- **Time Sensitive** - What is the timeframe? (if applicable)

Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.20

Visual Description: Writing “SMART” Objectives

Key Points

Incident objectives should have the following **SMART** characteristics:

1. **Specific** – The wording must be precise and unambiguous in describing the objective.
2. **Measurable** – The design and statement of objectives should make it possible to conduct a final accounting as to whether objectives were achieved.
3. **Action Oriented** – The objective must have an action verb that describes the expected accomplishments.
4. **Realistic** – Objectives must be achievable with the resources that the agency (and assisting agencies) can allocate to the incident, even though it may take several operational periods to accomplish them.
5. **Time Sensitive** – The timeframe should be specified (if applicable).



Sample Objectives

- Release all hostages safely with no further casualties as soon as practical.
- Complete Preliminary Damage Assessments of all damaged residential structures in Anytown within the next 24 hours.
- Restore water to the business district by 0900 hours tomorrow.
- Contain fire within existing structures (during the current operational period).

Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.21

Visual Description: Sample Objectives

Key Points

- Note the following sample objectives:
 - Release all hostages safely with no further casualties as soon as practical.
 - Complete Preliminary Damage Assessments of all damaged residential structures in Anytown within the next 24 hours.
 - Restore water to the business district by 0900 hours tomorrow.
 - Contain fire within existing structures (during the current operational period).

**Activity: SMART Objectives? (1 of 2)**

Situation: It's midnight and heavy rains have caused localized flooding. In one neighborhood, residents are becoming trapped in their homes.

Incident Objective: As needed, provide assistance to those who might have localized flooding problems.

Is this objective
SMART?

Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.22

Visual Description: Activity: SMART Objectives (1 of 2) Is this objective SMART?

Key Points

Situation: It's midnight and heavy rains have caused localized flooding. In one neighborhood, residents are becoming trapped in their homes.

Incident Objective: As needed, provide assistance to those who might have localized flooding problems.

After reviewing the situation and incident objective, answer the following question:



Is this objective SMART?

**Activity: SMART Objectives? (2 of 2)**

Situation: Blocked storm drains are causing standing water on major roadways.

Incident Objective: Notify public works of storm drain blockages causing standing water, or clear the drains to prevent traffic accidents.

How would you
improve this
objective?

Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.23

Visual Description: Activity: SMART Objectives (2 of 2) How would you improve this objective?

Key Points

Situation: Blocked storm drains are causing standing water on major roadways.

Incident Objective: Notify public works of storm drain blockages causing standing water, or clear the drains to prevent traffic accidents.

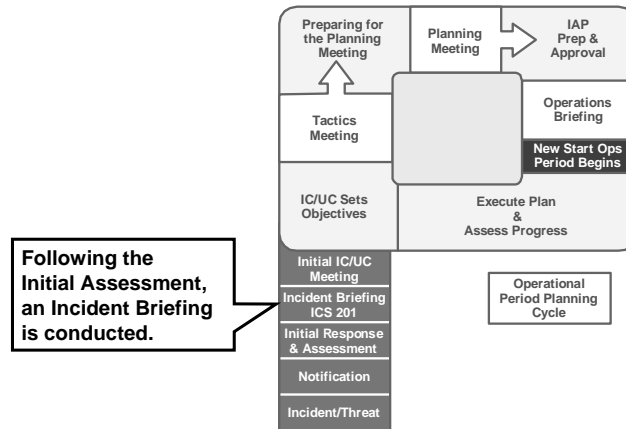
After reviewing the situation and incident objective, answer the following question:



How would you improve this objective?



Planning “P” and Incident Briefing



Visual Description: Planning “P” and Incident Briefing

Key Points

Again, the Planning “P” illustrates the incident planning cycle. Following the Initial Assessment, an Incident Briefing is conducted, using ICS 201, the Incident Briefing form.



Incident Briefing (Form ICS 201)

- Provides Command Staff with information about the incident situation and the resources allocated to the incident.
- Serves as a permanent record of the initial response to the incident.
- Can be used for transfer of command.

INCIDENT BRIEFING	INCIDENT NAME	DATE PREPARED	BY
1. INCIDENT SITUATION			
▪ Incident situation (map, significant events)			
▪ Incident objectives			
▪ Summary of current actions			
▪ Status of resources assigned or ordered			
2. INCIDENT RESPONSE			
3. INCIDENT STATUS			

Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.25

Visual Description: ICS Form 201, Incident Briefing

Key Points

The ICS 201 Incident Briefing form:

- Provides Command Staff with information about the incident situation and the resources allocated to the incident.
- Serves as a permanent record of the initial response to the incident.
- Can be used for transfer of command.



Transfer of Command

You have been serving as the initial Incident Commander. A more qualified staff member has just arrived at the scene and will assume command of the incident.

What steps must occur before command is transferred?



Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.26

Visual Description: What steps must your supervisor take before assuming command?

Key Points

Review the following scenario:

You have been serving as the initial Incident Commander. A more qualified staff member has just arrived at the scene and will assume command of the incident.

Answer the following question:



What steps must occur before command is transferred?



Steps in Assuming Command

- Assess the situation with the current Incident Commander.
- Receive a briefing from the current Incident Commander.
- Determine an appropriate time for the transfer of command and document the transfer (ICS Form 201).
- Notify others of the change in incident command.
- Assign the current Incident Commander to another position in the incident organization.

Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.27

Visual Description: Steps in Assuming Command

Key Points

The person assuming command should do the following:

- Assess the situation with the current Incident Commander.
- Receive a briefing from the current Incident Commander.
- Determine an appropriate time for transfer of command and document the transfer (ICS Form 201).
- Notify others of the change in incident command.
- Assign the current Incident Commander to another position in the incident organization.



Exercise Instructions

Instructions:

1. Working as a team, review the scenario and partially completed ICS Form 201, Incident Briefing.
Remember the overall priorities . . .
#1: Life Saving
#2: Incident Stabilization
#3: Property Preservation
2. Write initial incident objectives on the ICS Form 201 in your exercise materials. Also record the objectives on chart paper.
3. Select a spokesperson and be prepared to present your work in 30 minutes.

Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.28

Visual Description: Exercise Instructions

Key Points

Follow the steps below to complete this exercise:

1. Working as a team, review the scenario and partially completed ICS Form 201, Incident Briefing.

Remember the overall priorities . . .

- #1: Life Saving
- #2: Incident Stabilization
- #3: Property Preservation

2. Write initial incident objectives on the ICS Form 201 in your exercise materials. Also record the objectives on chart paper.
3. Select a spokesperson and be prepared to present your work in 30 minutes.



Scenario

On August 4, at 0835, 10 cars of a southbound freight train derailed on the outskirts of Crescent City. Beginning with the car immediately behind the engine, the cargo includes:

- Cars 1-4: Newsprint
- Car 5: Molten sulfur
- Car 6: Liquid yellow phosphorus (12,000 gallons)
- Car 7: Tallow
- Cars 8-10: Empty car carriers

The derailment occurred on a bridge over Wilson Creek near a residential area. Cars 5 through 7 are extensively damaged and on fire. The primary concern is the phosphorus car. Phosphorus self-ignites in the presence of oxygen, and is water reactive. Phosphorus fires can be controlled by excluding oxygen with water or foam, and/or reducing the temperature below the level required for self-ignition.

Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.29

Visual Description: Scenario

Key Points

Review the following scenario:

Scenario

On August 4, at 0835, 10 cars of a southbound freight train derailed on the outskirts of Crescent City. Beginning with the car immediately behind the engine, the cargo includes:

- Cars 1-4: Newsprint
- Car 5: Molten sulfur
- Car 6: Liquid yellow phosphorus (12,000 gallons)
- Car 7: Tallow
- Cars 8-10: Empty car carriers

The derailment occurred on a bridge over Wilson Creek near a residential area. Cars 5 through 7 are extensively damaged and on fire. The primary concern is the phosphorus car. Phosphorus self-ignites in the presence of oxygen, and is water reactive. Phosphorus fires can be controlled by excluding oxygen with water or foam, and/or reducing the temperature below the level required for self-ignition.

INCIDENT BRIEFING	1. Incident Name Crescent City Hazmat	2. Date 8-4	3. Time 0920
4. Map Sketch			
<p>The left map shows the incident location near Wilson Creek, Soldiers Home, and the Crescent River. It includes labels for Wilson Creek, Soldiers Home/Crescent City Road, Temporary Dam, Railroad, Upper River Road, Crescent River, Rail Cars, Sulfur, Phosphorus Tank Car, Residences, Business, 725, Command Post, Sycamore St Bridge, and Downtown Crescent City. The right map shows the downtown area with streets like Wilsonville Road, Infirmary Road, Crescent City Road, Main St, Miller Ave, Sycamore St, Elm St, Oak St, and others. It also shows a traffic control/perimeter marked with asterisks.</p>			
5. Current Organization			
<pre> graph TD IC[Incident Commander BC Ralph Wilkins] --- SO[Safety Officer: Lt. Carl Miller] IC --- Ops[Operations] Ops --- AMG[Air Monitor Group] Ops --- EDA[Evac Div A] Ops --- EDB[Evac Div B] Ops --- PG[Perimeter Group] Ops --- FS[Fog Stream] </pre>			
Page 1 of 2	6. Prepared by (Name and Position) IC Ralph Wilkins		

Situation: Outer perimeter established (see map). Air monitoring points will be established at the direction of HazMat Team. Requested HazMat Team report on hazards & strategic options. Due by 0930. Requested additional Command and General Staff. Contacted school bus service for buses and Red Cross to open shelter for evacuees. Staging Area established at Crescent City Junior High-Remar St. Called Liberty County E.M. suggested they open EOC. Briefed Mayor Billingsley and Chief Howard. Told Chief we need a full Command and General Staff—he will activate—eta 1000. Also told him we might need to move ICP.

Topic

Summary



Summary

Are you now able to:

- Describe methods and tools used to assess incident/event complexity?
- Describe types of agency(s) policies and guidelines that influence management of incident or event activities?
- Describe the process for developing incident objectives, strategies, and tactics?
- Describe the steps in transferring and assuming incident command?
- As part of an exercise, develop incident objectives for a simulated incident?

Unit 4:
Incident/Event Assessment & Agency Guidance
for Establishing Incident Objectives

Visual 4.30

Visual Description: Summary

Key Points

Are you now able to:

- Describe methods and tools used to assess incident/event complexity?
- Describe types of agency(s) policies and guidelines that influence management of incident or event activities?
- Describe the process for developing incident objectives, strategies, and tactics?
- Describe the steps in transferring and assuming incident command?
- As part of an exercise, develop incident objectives for a simulated incident?

Unit 5: Planning Process



Unit 5: Planning Process



Visual Description: Unit Introduction

Key Points

Note the following points:

- ICS emphasizes orderly and systematic planning. The incident planning process allows the organization to divide incident objectives into tactical assignments for specific operational periods.
- The Incident Action Plan (IAP) is the central tool for planning during a response. This unit will cover the planning process and the IAP.



Unit Objectives (1 of 3)

- Identify the importance of planning for incidents/events.
- Explain the differences between planning for incidents and events.
- Discuss major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan.
- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing.

Unit 5:
Planning Process

Visual 5.2

Visual Description: Unit Objectives (1 of 3)

Key Points

By the end of this unit, you should be able to:

- Identify the importance of planning for incidents/events.
- Explain the differences between planning for incidents and events.
- Discuss major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan.
- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing.



Unit Objectives (2 of 3)

- Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management.
- Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting.
- Given a scenario, describe appropriate strategies and tactics to meet incident objectives.
- Conduct a tactics meeting and complete an ICS 215, Operational Planning Worksheet, and ICS 215A, Incident Safety Analysis, using the strategies and tactics from the scenario.

Unit 5:
Planning Process

Visual 5.3

Visual Description: Unit Objectives (2 of 3)

Key Points

By the end of this unit, you should be able to:

- Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management.
- Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting.
- Given a scenario, describe appropriate strategies and tactics to meet incident objectives.
- Conduct a tactics meeting and complete an ICS 215, Operational Planning Worksheet, and ICS 215A, Incident Safety Analysis, using the strategies and tactics from the scenario.



Unit Objectives (3 of 3)

- Participate in a planning meeting using the planning process and develop a written IAP for an incident/event using the appropriate ICS forms and supporting materials.
- Using the IAP, conduct an operational period briefing.

Unit 5:
Planning Process

Visual 5.4

Visual Description: Unit Objectives (3 of 3)

Key Points

By the end of this unit, you should be able to:

- Participate in a planning meeting using the planning process and develop a written IAP for an incident/event using the appropriate ICS forms and supporting materials.
- Using the IAP, conduct an operational period briefing.



Benefits of the Planning Process



What are the benefits of the incident planning process?

Unit 5:
Planning Process

Visual 5.5

Visual Description: What are the benefits of the incident planning process?

Key Points

Answer the following question:



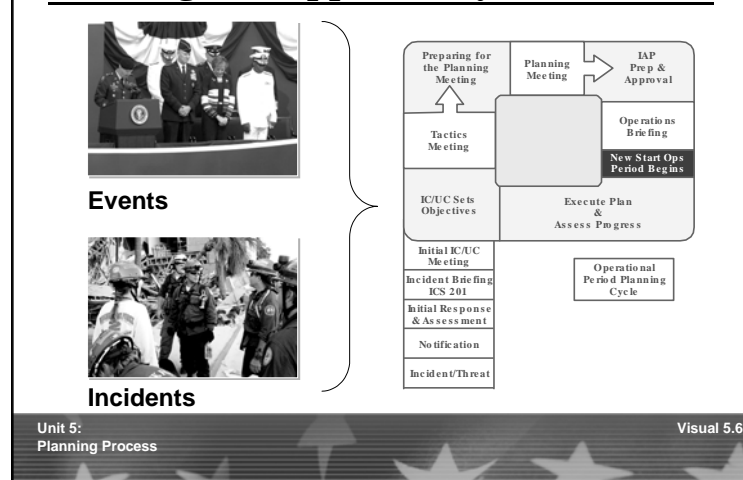
What are the benefits of the incident planning process?



Jot down situations that demonstrate the benefits of planning based on your personal experience.



Planning “P” Applicability



Visual Description: Planning Process Applies to Events and Incidents

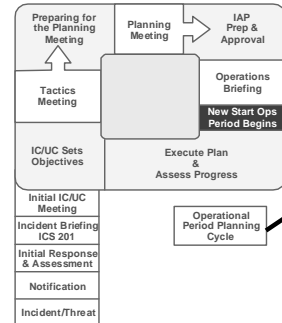
Key Points

Note the following key points:

- Although there are differences between planning for events and planning for incidents, the planning process applies to both.
- Incident action planning is essential for a successful response to expanding incidents.
- The same process is just as critical for planning for planned events that are outside of an agency's typical day-to-day activities due to the event's size and scale.



What's an Operational Period?



- The designated time period in which tactical objectives are to be accomplished and reevaluated.
- Common lengths are:
 - 12 or 24 hours for Type 1 and 2 incidents.
 - 2 to 4 hours for hazardous materials incidents.
 - Multiple days for relatively stable situations like debris removal from building collapses or landslides.

Unit 5:
Planning Process

Visual 5.7

Visual Description: What's an Operational Period?

Key Points

Note the following points:

- All ICS planning is designed around identifying accomplishments expected over a set period of time called the operational period.
- The specific length of time of the operational period varies based on a list of factors. These factors are:
 - Safety Conditions – Safety of responders, victims, and others is always the first priority on any response.
 - Condition of resources – Planning must be done far enough in advance to ensure that additional resources needed for the next operational period are available.
 - The length of time necessary or available to achieve the tactical assignments.
 - Availability of fresh resources.
 - Future involvement of additional jurisdictions or agencies.
 - Environmental conditions – Factors such as the amount of daylight remaining and weather and wind conditions can affect decisions about the length of the operational period.

(Continued on next page.)

Continue with the following key points:

- The Incident Commander will determine the length of the operational period with input from staff. In some cases, the operational period length may change from day to day based on operational and incident needs.
- Common lengths of operational periods are:
 - 12 or 24 hours for Type 1 or 2 incidents.
 - 2 to 4 hours for hazardous materials incidents.
 - Multiple days for relatively stable situations and recovery actions such as debris removal.
- Often, during the initial strategy meeting, the start times and end times for the operational period are established. As an example, for 12-hour periods, it may be 0600-1800. For some incidents, the starting time and duration of the operational period may have to be established at the planning meeting. There may be a need to fully integrate the results of the previous operational period before the next planning cycle can be established. This delay in establishing the operational period might be seen during the initial stages of an incident involving a hazardous materials release, where the results of the first entry might alter the approaches or need for subsequent entries.



Who Does What?

Command: Develops incident objectives. Ensures Safety Analysis is completed. Approves IAP.

Finance/Admin: Conducts any needed cost-analyses.

Incident Commander

Operations Section

Planning Section

Logistics Section

Finance/Admin Section

Operations: Establishes strategies and tactics to meet incident objectives.

Planning: Provides status reports, manages the planning process, and produces the IAP.

Logistics: Identifies the logistics requirements to support the tactics.

Unit 5:
Planning Process

Visual 5.8

Visual Description: Who Does What?

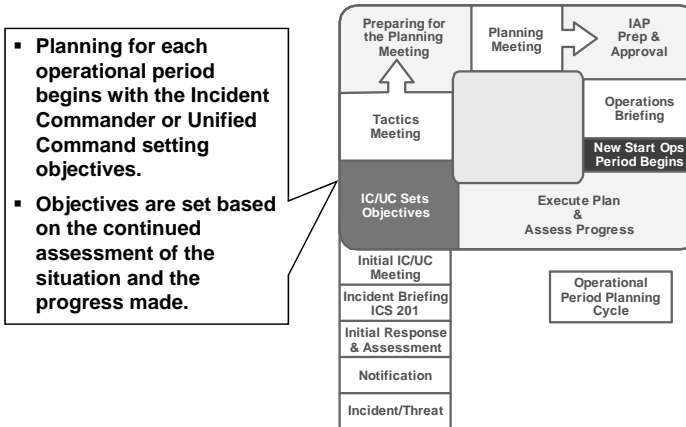
Key Points

Refer to the chart below for information on the Command and General staff members' responsibilities for planning.

Incident Commander	<ul style="list-style-type: none"> Provides overall incident objectives and strategy. Establishes procedures for incident resource ordering. Establishes procedures for resource activation, mobilization, and employment. Approves completed IAP by signature. <p>With Safety Officer:</p> <ul style="list-style-type: none"> Reviews hazards associated with the incident and proposed tactical assignments. Assists in developing safe tactics. Develops safety message(s).
Operations Section Chief	<ul style="list-style-type: none"> Assists in identifying strategies. Determines tactics to achieve command objectives. Determines work assignments and resource requirements.
Planning Section Chief	<ul style="list-style-type: none"> Conducts the Planning Meeting. Coordinates preparation and documentation of the Incident Action Plan.
Logistics Section Chief	<ul style="list-style-type: none"> Ensures that resource ordering procedures are communicated to appropriate agency ordering points. Develops a transportation system to support operational needs. Ensures that the Logistics Section can support the IAP. Completes assigned portions of the written IAP. Places order(s) for resources.
Finance/Admin. Section Chief	<ul style="list-style-type: none"> Provides cost implications of incident objectives, as required. Ensures that the IAP is within the financial limits established by the Incident Commander. Evaluates facilities, transportation assets, and other contracted services to determine if any special contract arrangements are needed.



The Start of Each Planning Cycle



Visual Description: The Start of Each Planning Cycle

Key Points

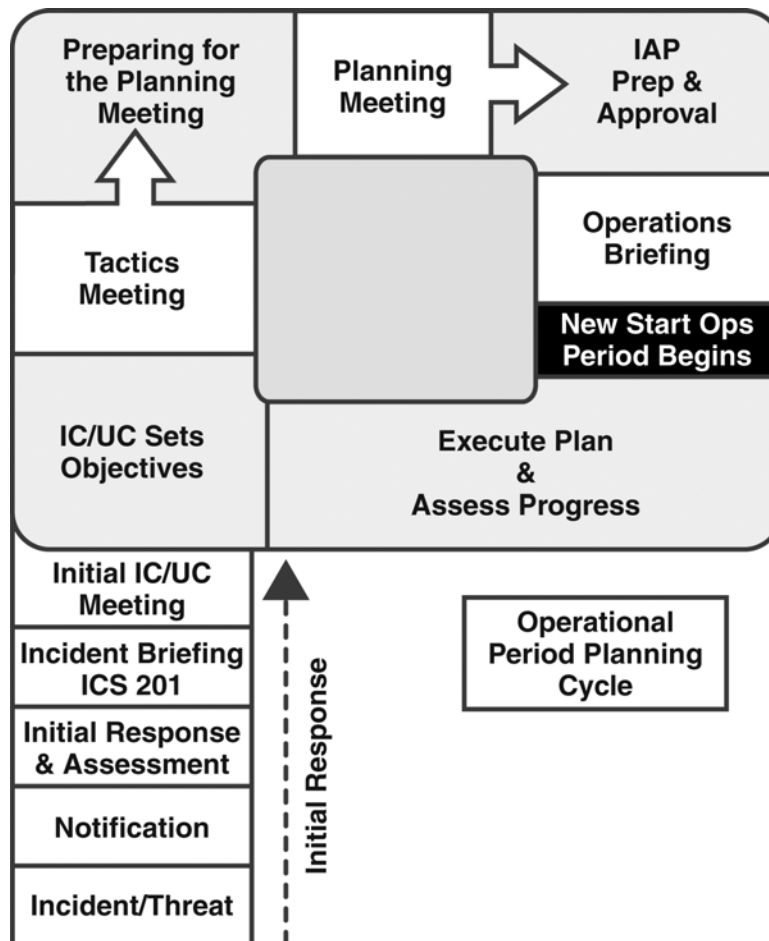
Note that the previous unit presented the initial response process (see the “leg” of the Planning “P”). This unit focuses on the planning cycle process that covers each operational period.

Note the following points:

- Incident objectives should be developed that cover the entire course of the incident. For complex incidents, it may take more than one Operational Period to accomplish the incident objectives.
- The cyclical planning process is designed to take the overall incident objectives and break them down into tactical assignments for each operational period. It is important that this initial overall approach to establishing incident objectives establish the course of the incident, rather than having incident objectives only address a single operational period.
- The incident objectives must conform to the legal obligations and management objectives of all affected agencies.

Refer to the large version of the Planning “P” on the next page.

The Planning “P”



Caption: The Planning "P" illustrates the incident planning process.

- The leg of the “P” describes the initial response period: Once the incident/threat begins, the steps are Notification, Initial Response & Assessment, Incident Briefing (ICS 201), and Initial Incident Command (IC)/Unified Command (UC) Meeting.
- At the top of the leg of the “P” is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Sets Objectives, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.
- At this point a new operations period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins anew with IC/UC Sets Objectives, etc.

This unit begins with setting/updating the incident objectives.



Assessing Current Objectives

- Is the incident stable, or is it increasing in size and complexity?
- What are the current incident objectives, strategy, and tactics?
 - Are there any safety issues?
 - Are the objectives effective? Is a change of course needed?
 - How long will it be until the objectives are completed?
- What is the current status of resources? Are resources in good condition? Are there sufficient resources?

Unit 5:
Planning Process

Visual 5.10

Visual Description: Assessing Current Objectives

Key Points

Note that before each operational period begins, the incident objectives must be assessed and updated as needed.

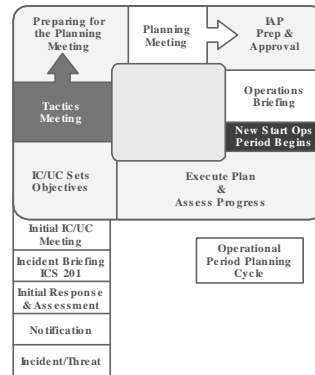
Refer to the following questions that appear on the visual:

- Is the incident stable, or is it increasing in size and complexity?
- What are the current incident objectives, strategy, and tactics?
 - Are there any safety issues?
 - Are the objectives effective? Is a change of course needed?
 - How long will it be until the objectives are completed?
- What is the current status of resources? Are resources in good condition? Are there sufficient resources?



The Tactics Meeting: Overview

- **Purpose:** Review the tactics developed by the Operations Section Chief
- **Who Attends:** Operations Section Chief, Safety Officer, Planning Section Chief, Logistics Section Chief, and Resources Unit Leader
- **Who Leads:** Operations Section Chief
- **Documentation:** ICS 215, Operational Planning Worksheet



Unit 5:
Planning Process

Visual 5.11

Visual Description: The Tactics Meeting: Overview

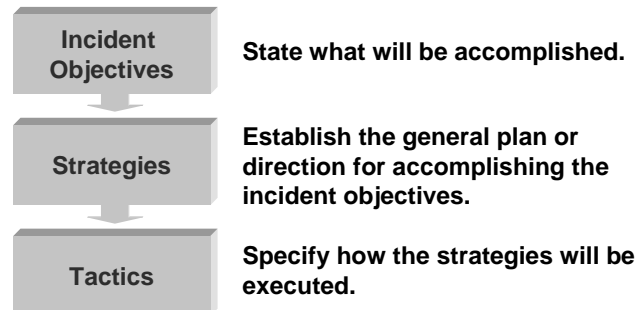
Key Points

Note the following points about the tactics meeting:

- The purpose of the tactics meeting is to review the tactics developed by the Operations Section Chief. This includes:
 - Determining how the selected strategy will be accomplished in order to achieve the incident objectives.
 - Assigning resources to implement the tactics.
 - Identifying methods for monitoring tactics and resources to determine if adjustments are required (e.g., different tactics, different resources, or new strategy).
- The Operations Section Chief, Safety Officer, Planning Section Chief, Logistics Section Chief, and Resources Unit Leader attend the tactics meeting.
- The Operations Section Chief leads the tactics meeting. The ICS 215, Operational Planning Worksheet, is used to document the tactics meeting.



Objectives, Strategies, and Tactics



Unit 5:
Planning Process

Visual 5.12

Visual Description: Objectives, Strategies, and Tactics

Key Points

The following points help define the relationship between incident objectives, strategies, and tactics:

- **Incident objectives** state what is to be accomplished in the operational period.
- **Strategies** establish the general plan or direction for accomplishing the incident objectives.
- **Tactics** specify how the strategies will be executed.



Developing Appropriate Strategy

- **Generate a list of alternative strategies.**
- **Select the strategy that:**
 - **Is within acceptable safety norms.**
 - **Makes good sense (is feasible, practical, and suitable).**
 - **Is cost effective.**
 - **Is consistent with sound environmental practices.**
 - **Meets political considerations.**

Unit 5:
Planning Process

Visual 5.13

Visual Description: Developing Appropriate Strategy

Key Points

Note the following key points:

- First, the Operational Section Chief generates alternative strategies to meet the incident objectives.
- Next, the Operational Section Chief selects a strategy or strategies that:
 - Is within acceptable safety norms.
 - Makes good sense (is feasible, practical, and suitable).
 - Is cost effective.
 - Is consistent with sound environmental practices.
 - Meets political considerations.



Executing Tactical Direction

- **Establish Tactics:** Describe what must be done.
- **Assign Resources:** Determine and assign the kind and type of resources needed for the selected tactics.
- **Monitor Performance:** Determine if the tactics and resources selected for the various strategies are both valid and adequate.



Unit 5:
Planning Process

Visual 5.14

Visual Description: Executing Tactical Direction

Key Points

Note the following points about tactical direction:

- Tactical direction describes what must be accomplished within the selected strategy or strategies in order to achieve the incident objectives. Tactical direction is the responsibility of the Incident Commander or the Operations Section Chief, if that position has been assigned.
- The Incident Commander or the Operations Section Chief gathers input from the Branch Directors and Division and/or Group Supervisors on alternative tactics. Gathering input is particularly important when the incident involves personnel from multiple disciplines. Jointly developed tactics can ensure understanding and enhance commitment.
- Tactical direction consists of the following steps:
 - **Establish Tactics:** Determine the tactics needed to implement the selected strategy. Typically, tactics are to be accomplished within an operational period. During more complex incidents tactical direction should be stated in terms of accomplishments that can realistically be achieved within the timeframe currently being planned.
 - **Assign Resources:** Determine and assign the kind and type of resources appropriate for the selected tactics. Resource assignments will consist of the kind, type, and numbers of resources available and needed to achieve the tactical operations desired for the operational period.
 - **Monitor Performance:** Performance monitoring will determine if the tactics and resources selected for the various strategies are both valid and adequate.



Sample Strategy and Tactics

Objective: Reduce reservoir level to 35 feet by 0800 tomorrow.

Strategy #1:
Reduce/divert
inflow.

Strategy #2:
Release water
from spillways.

Selected Strategy:
Pump water from
reservoir.

Tactics: Use truck-mounted pumps working from the road into spillway, and portable pumps on the east side discharging into Murkey Creek.

Resources: 5 crews with (3) 1,500-gpm truck-mounted pumps & (2) 500-gpm portable pumps

Unit 5:
Planning Process

Visual 5.15

Visual Description: Sample Strategy and Tactics

Key Points

Note the following points about objectives, strategy, and tactics:

- The **objective** is: Reduce reservoir level to 35 feet by 0800 tomorrow.
- Three possible **strategies** are identified and one is selected: Pump water from reservoir.
- The **tactics** for the selected strategy are: Use truck-mounted pumps working from the road into spillway, and portable pumps on the east side discharging into Murkey Creek.



Logistics Support Factors

Why must personnel and logistical support factors be considered in determining tactical operations?

Unit 5:
Planning Process

Visual 5.16

Visual Description: Discussion Question: Why must personnel and logistical support factors be considered in determining tactical operations?

Key Points

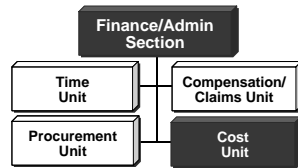
Answer the following question:



Why must personnel and logistical support factors be considered in determining tactical operations?



ICS Organization: Cost-Benefit Analysis



The Cost Unit provides all incident cost analysis, including cost-benefit analysis, for the organization.

What are some factors that you consider when assessing the costs and benefits of a proposed tactic?

Unit 5:
Planning Process

Visual 5.17

Visual Description: What are some factors that you consider when assessing the costs and benefits of a proposed tactic?

Key Points

The Cost Unit within the Finance/Administration Section provides all cost analysis, including cost-benefit analysis, for the organization.

Answer the following question:



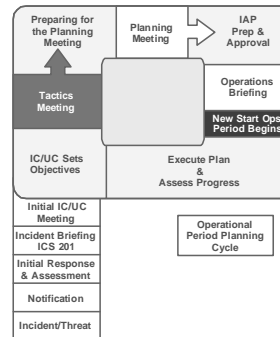
What are some factors that you consider when assessing the costs and benefits of a proposed tactic?



Tactics Meeting Documentation

OPERATIONAL PLANNING WORK SHEET									
4. DIVISION / GROUP OR OTHER		5. INCIDENT NAME Winter Storm							
LOCATION		RESOURCE 1 (ENGINE, TRUCK, ETC.)							
WORK ASSIGNMENTS		ENGINE POLICE SNOW WRECK REMOVAL TRUCKS							
1 2 3 4 1 2 3 1 2 3									
FIREFIGHTING		IC/UC Sets Objectives							
Let Camp		Execute Plan & Assess Progress							
Rescue 10		Operational Period Planning Cycle							

Operational Planning Worksheet, ICS Form 215



Unit 5:
Planning Process

Visual 5.18

Visual Description: Tactics Meeting Documentation

Key Points

The Operational Planning Worksheet is designed to document the results of the tactics meeting. Refer to the sample ICS 215 on the next page.

Sample Operational Planning Worksheet, ICS 215

OPERATIONAL PLANNING WORKSHEET										1. Incident Name Winter Storm				2. Date Prepared 2-10 Time Prepared 1100				3. Operational Period (Date/Time) 2-10/11 1800/0600						
4. Division / Group or Other Location	5. Work Assignments		Resource by Type (Show Strike Team as ST)																6. Reporting Location	7. Requested Arrival Time				
			Engines				Police Officers		Snow Plows		Sanding Trucks			Dump Trucks				Front End Loaders			Other			
			1	2	3	4	1	2	1	2	1	2	3	1	2	3	4	1				2	3	
Parking Lot Group	Remove snow from EOC, Fire Stations, Police Dpt., and Hospital Parking Lots. See maps for snow pile location. 6" maximum accumulation.	Req							4										4				Public Works Shop	1700
		Have							4										4					
		Need							0										0					
Division A	Remove snow from all primary and secondary roads/streets in Div. Monitor all north/south roadways for drilling. 6" maximum accumulation.	Req							3														Public Works Shop	1700
		Have							1															
		Need							2															
Sanding Group	Monitor for ice accumulation. Sand all 4-way stops and lighted intersections. Sand available at County Sand and Gravel storage.	Req									4								2				Public Works Shop	1700
		Have									4								1					
		Need									0								1					
9. Total Resources - Single		Req							9		4								6					
	Have							5		4								5						
	Need							4		0								1						
Total Resources - Strike Teams		Req																					Prepared by (Name and Position) Sandy Miller, Resources UL	
	Have																							
	Need																							

Topic

Determining Tactics



OPERATIONAL PLANNING WORKSHEET

1. INCIDENT NAME
Winter Storm

4. DIVISION/ GROUP OR OTHER
5.

RESOURCE BY TYPE (SHOW STRIKE TEAM AS ST)

LOCATION	WORK ASSIGNMENTS	ENGINES				POLICE OFFICERS		SNOW PLOWS		SANDING TRUCKS			
		1	2	3	4	1	2	1	2	3	4		
Parking Lot Group	Remove snow from EOC, Fire Stations, Police Dpt., and Hospital Parking Lots. See maps for snow pile location. 6" max. accumulation												
Division A	Remove snow from all primary and secondary roads/streets in Div. Monitor all north/south roadways for drifting. 6" maximum accumulation.												

Req Have Need

Operations Section Organizational Element

Tactical Assignment

Kind/Type Resources

Resources Needed Next Operational Period

Operational Planning Worksheet, ICS Form 215 (1 of 2)

Visual Description: Operational Planning Worksheet, ICS Form 215 (1 of 2)

Key Points

The ICS 215 includes:

- Division or location.
- Work assignments.
- Kind and type of resource plus availability (Requested, Have, or Need).

Topic

Determining Tactics



2. DATE PREPARED
2-10
TIME PREPARED
1100

3. OPERATIONAL PERIOD (DATE/TIME)
2-10/11
1800/0600

6. REPORTING LOCATION
Public Works Shop

7. REQUESTED ARRIVAL TIME
1700

Kind/Type Resources

Reporting Location and Requested Arrival Time

Operational Planning Worksheet,
ICS Form 215 (2 of 2)

Operational Period Being Planned

Visual Description: Operational Planning Worksheet, ICS Form 215 (2 of 2)

Key Points

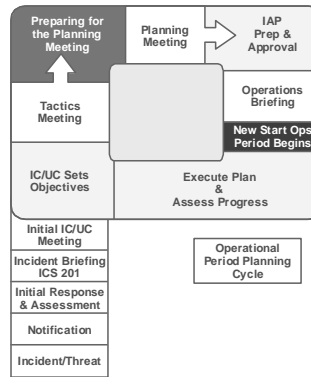
Note that the worksheet provides an area to indicate:

- Reporting location for resources.
- Requested arrival time of resources.



Preparing for the Planning Meeting

- Analyze the ICS 215 developed in the tactics meeting.
- Review the Incident Safety Analysis (ICS 215A) completed by the Safety Officer.
- Assess current operations effectiveness and resource efficiency.
- Gather information to support incident management decisions.



Unit 5:
Planning Process

Visual 5.21

Visual Description: Preparing for Planning Meeting

Key Points

The next step in the process is to prepare for the planning meeting.

The Planning Section coordinates preparations for the planning meeting, following the tactics meeting. These preparations include the following activities:

- Analyze the ICS 215 developed in the tactics meeting.
- Develop an ICS 215A, Incident Safety Analysis (prepared by the Safety Officer), based on the information in the ICS 215.
- Assess current operations effectiveness and resource efficiency.
- Gather information to support incident management decisions.



Incident Safety

Incident management must ensure the safety of:

- Responders to the incident.
- Persons injured or threatened by the incident.
- Volunteers assisting at the incident.
- News media and the general public who are on scene observing the incident.



Unit 5:
Planning Process

Visual 5.22

Visual Description: Incident Safety

Key Points

Answer the following question:



What are the most common hazards that responders face in the incidents you manage?



Incident Safety Analysis

Incident Safety Analysis is used to:

- Identify, prioritize, and mitigate the hazards and risks of each incident work location by operational period.
- Identify hazardous tactics so that alternatives may be considered.
- Determine the safety implications for the types of resources required.

Unit 5:
Planning Process

Visual 5.23

Visual Description: Incident Safety Analysis

Key Points

Answer the following question:



What steps would you use to identify potential incident safety concerns?



ICS Form 215A, Safety Analysis

The Safety Officer or Incident Commander completes the Safety Analysis using ICS 215A for each operational period.

INCIDENT ACTION PLAN SAFETY & RISK ANALYSIS		1. INCIDENT NAME	2. DATE	3. TIME
		Winter Storm	2-10	1100
LCES* and Risk Analysis (Lookouts, Communications, Escape Routes, Safety Zones)		RISK MITIGATIONS		
Impacted Organizational Element	Extreme Weather	Bio-Hazard	Hazmat	Driving
				Communications
				Other
				Other
				Other
				Other
				Other
Div A	X		X	
Drive with lights on, chain up before leaving for assignment. Maintain safe speed for conditions. Wear gloves, hat when operating out of vehicle.				

Organizational Element at Risk Hazards Mitigation Strategies

Visual Description: ICS 215A

Key Points

A sample ICS 215A can be found on the next page.

The ICS 215A, Incident Safety Analysis, is a tool used by the Safety Officer as a concise way of identifying hazards and risks present in different areas of the incident and specific ways of mitigating those issues during an operational period. The form provides information on:

- Incident work location.
- Risks such as weather, biohazard, hazardous materials, communications, flooding, special hazard areas, fatigue, driving hazards, dehydration, and critical incident stress.
- Mitigation measures. The mitigation measures identified may have implications for the resources entered on the ICS 215.

The objective of the Incident Safety Analysis is to identify, prioritize, and mitigate the hazards and risks of each incident work location by operational period. The mitigation methods selected may affect the resources required for the incident work location. The Safety Analysis may also reveal that the proposed tactic is too hazardous to attempt and another tactic must be developed. The completed ICS 215A is displayed during the planning meeting.

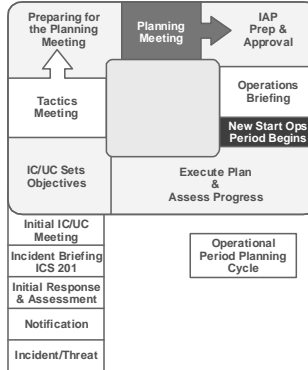
Sample Incident Action Plan Safety & Risk Analysis Form, ICS 215A

INCIDENT ACTION PLAN SAFETY & RISK ANALYSIS						1. INCIDENT NAME Winter Storm					2. DATE 2-10	3. TIME 1100
LCES* and Risk Analysis (Lookouts, Communications, Escape Routes, Safety Zones)											Risk Mitigations	
Impacted Organizational Element	Extreme Weather	Bio-Hazard	HazMat	Driving	Communications	Other	Other	Other	Other	Other		
Div A	X			X							Drive with lights on, chain up before leaving for assignment. Maintain safe speed for conditions. Wear gloves and hat when operating out of vehicle.	
Prepared by (Name and Position): Pam Wetzel, Safety Officer												



The Planning Meeting

- **Purposes:** Review/validate the operational plan; identify resource requirements
- **Who Attends:** Command and General Staffs, other incident management personnel, agency administrator, and cooperating/assisting agency personnel
- **Who Leads:** Planning Section Chief



Unit 5:
Planning Process

Visual 5.25

Visual Description: Planning “P” with the next step: Planning Meeting highlighted.

Key Points

The planning meeting is the next step in the incident planning process. Note the following points:

- The planning meeting provides the opportunity for the Command and General Staffs, as well as other incident management personnel, agency officials, and cooperating/assisting agencies and organizations, to review and validate the operational plan as proposed by the Operations Section Chief.
- The Planning Chief leads the meeting following a fixed agenda to ensure that the meeting is efficient while allowing each organizational element represented to assess and acknowledge the plan.
- The Operations Section Chief delineates the amount and type of resources he or she will need to accomplish the plan. The Planning Section’s Resources Unit will have to work with the Logistics Section to fulfill the resource needs.
- At the conclusion of the meeting, the Planning Section Staff indicates when all elements of the plan and support documents must be submitted so the plan can be collated, duplicated, and made ready for the operational period briefing.

Topic

Conducting the Planning Meeting



Planning Meeting Activities	Responsibility
Give situation & resources briefing; conduct planning meeting	Planning Section Chief
State incident objectives & policy issues	Incident Commander
State primary & alternative strategies to meet objectives	Operations Section Chief; Planning/Logistics Section Chiefs contribute
Specify reporting locations & additional facilities needed	Operations Section Chief; Logistics Section Chief assists
Develop the resources, support, & overhead orders	Planning/Logistics Section Chiefs; Logistics Section Chief places orders
Consider additional support requirements needed because of communications, traffic, safety, medical, etc.	Logistics Section Chief; Planning Section Chief contributes
Finalize, approve, & implement the IAP	Planning Section Chief finalizes IAP; Incident Commander approves IAP; General Staff implements IAP

Visual Description: Planning Meeting Activities and Responsibilities

Key Points

Review the major planning meeting activities below:

- The **Planning Section Chief** gives the situation and resources briefing and conducts the planning meeting.
- The **Incident Commander** states the incident objectives and policy issues.
- The **Operations Section Chief** states the primary and alternative strategies to meet the objectives, with contributions made by the Planning and Logistics Section Chiefs.
- The **Operations Section Chief** specifies reporting locations and additional facilities needed, with contributions from the Logistics Section Chief.
- The **Planning and Logistics Section Chiefs** develop the resources, support, and overhead orders. The Logistics Section Chief places the orders.
- The **Logistics Section Chief** considers additional support requirements needed for communications, traffic, safety, medical, etc., with contributions from the Planning Section Chief.
- The **Planning Section Chief** finalizes the IAP, the Incident Commander approves the IAP, and the General Staff implements the IAP.



Planning . . . Not Just Paperwork!



"Plans are nothing; planning is everything."

Dwight D. Eisenhower

What steps
can you take to
ensure an effective
planning meeting?

Unit 5:
Planning Process

Visual 5.27

Visual Description: President Dwight D. Eisenhower's Quote: Plans are nothing; planning is everything. Discussion question: What steps can you take to ensure an effective planning meeting?

Key Points

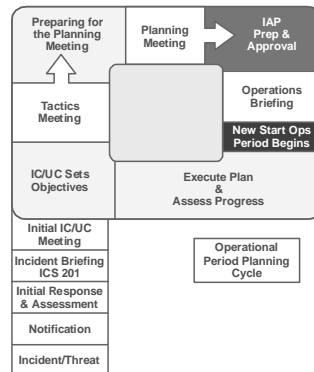
The process used in the planning meeting is as critical as the planning document that results. During the meeting, all parties must indicate their support of the plan from their respective Sections or functions or offer recommendations that address potential problem areas.



Activity: Working in your team, identify three steps that can be taken to make sure that planning meetings are effective.



IAP Preparation and Approval



Following the planning meeting:

- Organizational elements prepare IAP assignments and submit them to the Planning Section.
- Planning Section collates, prepares, and duplicates the IAP document for the operational period briefing.
- Resources Unit coordinates with the Logistics Section to acquire the amount and type of resources.
- Incident Commander approves the IAP.

Visual Description: Planning “P” with next step: IAP Preparation and Approval highlighted.

Key Points

After the planning meeting is held, the following actions are taken to prepare the IAP:

- Organizational elements prepare IAP assignments and submit them to the Planning Section.
- The **Planning Section** collates, prepares, and duplicates the IAP document for the operational period briefing. The Planning Section will:
 - Set the deadline for completing IAP attachments.
 - Obtain plan attachments and review them for completeness and approvals.
 - Determine the number of IAPs required.
 - Arrange with the Documentation Unit to reproduce the IAP.
 - Review the IAP to ensure it is up to date and complete prior to the Operations Briefing and plan distribution.
 - Provide the IAP briefing plan, as required, and distribute the plan prior to the beginning of the new Operational Period.
- The **Resources Unit** coordinates with the Logistics Section to acquire the amount and type of resources needed.
- The Incident Commander reviews and approves the IAP.



Written IAP Considered

What are the situations when you would consider developing a written Incident Action Plan?

Unit 5:
Planning Process

Visual 5.29

Visual Description: What are the situations when you would consider developing a written Incident Action Plan?

Key Points

Answer the following question:



What are the situations when you would consider developing a written Incident Action Plan?



When a Written IAP Is Considered

- Two or more jurisdictions are involved in the response.
- The incident continues into the next operational period.
- A number of ICS organizational elements are activated (typically when General Staff Sections are staffed).
- It is required by agency policy.
- A HazMat incident is involved.



Unit 5:
Planning Process

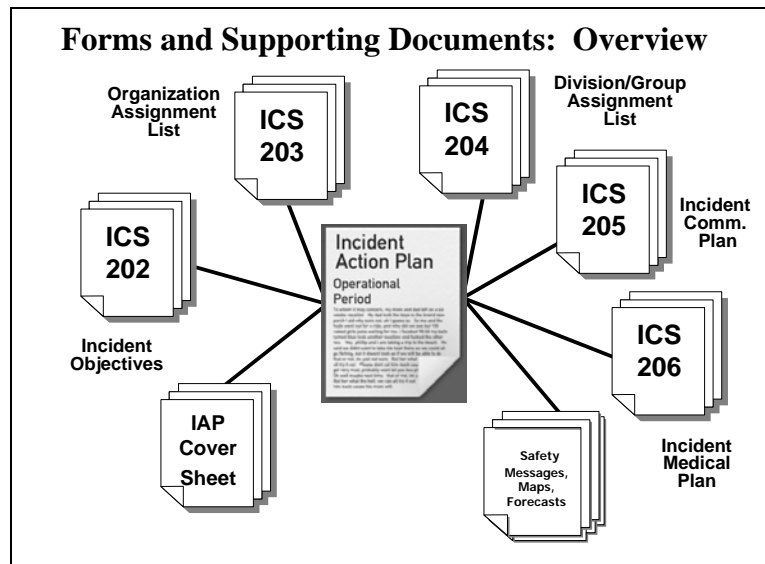
Visual 5.30

Visual Description: When a Written IAP Is Considered

Key Points

Note the following points:

- For simple incidents of short duration, the IAP most likely will be developed by the Incident Commander and communicated to subordinates in a verbal briefing. The planning associated with this level of complexity does not warrant a formal planning meeting process as highlighted above.
- Certain conditions may warrant a more formal process. A written IAP should be considered whenever:
 - Two or more jurisdictions are involved in the response.
 - The incident continues into the next operational period.
 - A number of ICS organizational elements are activated (typically when General Staff Sections are staffed).
 - It is required by agency policy.
 - A HazMat incident is involved. (required)
- A written IAP provides:
 - A clear statement of objectives and actions.
 - A basis for measuring work effectiveness and cost effectiveness.
 - A basis for measuring work progress and providing accountability.
 - Documentation for post-incident fiscal and legal activities.



Visual Description: Forms and Supporting Documents: Overview

Key Points

Note the following points:

- The written IAP is a series of standard forms and supporting documents that convey the Incident Commander's and the Operations Section's directions for the accomplishment of the plan for that operational period.
- In some cases, the IAP includes a cover sheet to indicate which forms and supporting documents are included. The IAP Cover Sheet is not an ICS form; however, it is sometimes used to provide a quick overview of the contents of the IAP. The cover sheet may also serve as a checklist to indicate which forms and supporting documents are enclosed as part of the IAP.
- The ICS forms and supporting documents include:
 - IAP Cover Sheet (not an ICS form).
 - ICS 202, Incident Objectives.
 - ICS 203, Organization Assignment List.
 - ICS 204, Division or Group Assignment List.
 - ICS 205, Incident Communications Plan.
 - ICS 206, Incident Medical Plan.
 - Safety Messages, Maps, Forecasts (not ICS forms).

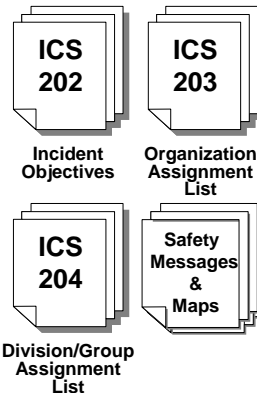
Note: The following visuals provide a more detailed explanation of these forms and supporting documents.



Are All Forms Used?

The Incident Commander determines which ICS forms and attachments are included in the IAP.

For less complex incidents, the Incident Commander may only require the Incident Objectives (ICS 202), Organization Assignment List (ICS 203), Division Assignment List (ICS 204), a Safety Message, and a map of the incident area.



Unit 5:
Planning Process

Visual 5.32

Visual Description: Forms and Supporting Documents: Overview

Key Points

Note the following points:

- The Incident Commander makes the final determination regarding which ICS forms, documents, and attachments will be included in the IAP.
- On less complex incidents, the Incident Commander may only require the Incident Objectives (ICS 202), Organization Assignment List (ICS 203), Division Assignment List (ICS 204), a Safety Message, and a map of the incident area.

Topic

IAP Preparation and Approval



Operational Period	Incident Objectives		
	INCIDENT OBJECTIVES	1. INCIDENT NAME Winter Storm	2. DATE PREPARED 2-10
		3. TIME PREPARED 1300	
4. OPERATIONAL PERIOD (DATE/TIME) 2-10 1800 to 0600 2-11			
5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)			
1. Provide for safety of responders and public (see safety message).			
2. Keep parking lots of critical facilities plowed.			
3. Keep primary routes open (see map).			
4. Sand parking lots and lighted intersections.			

Incident Objectives, ICS Form 202 (1 of 2)

Visual Description: Incident Objectives, ICS Form 202 (1 of 2)

Key Points

The Incident Objectives, ICS Form 202, includes incident information, a listing of the Incident Commander's objectives for the operational period, pertinent weather information, a general safety message, and a table of contents for the plan.

Topic

IAP Preparation and Approval



Attachments

6. WEATHER FORECAST FOR OPERATIONAL PERIOD
 Winter storm warning continues. Snow level at sea level, 10-12" accumulations possible, accompanied by high winds and drifting. See attached forecast.

7. GENERAL SAFETY MESSAGE
 Driving extremely hazardous. Lights on and chains required. Wear high visibility clothing, hat and gloves when outside vehicle.

8. ATTACHMENTS (✓ IF ATTACHED)

<input checked="" type="checkbox"/> Organization List (ICS 203)	<input checked="" type="checkbox"/> Medical Plan (ICS 206)	<input checked="" type="checkbox"/> <u>Weather Forecast</u>
<input checked="" type="checkbox"/> Assignment List (ICS 204)	<input checked="" type="checkbox"/> Incident Map	<input type="checkbox"/> _____
<input checked="" type="checkbox"/> Communications Plan (ICS 205)	<input type="checkbox"/> Traffic Plan	<input type="checkbox"/> _____

9. PREPARED BY (PLANNING SECTION CHIEF)
 Alice Walker

10. APPROVED BY (INCIDENT COMMANDER)
 Dan Franklin

ICS 202

General Safety Message Planning Section Chief Prepares Incident Commander Approves By Signature

ICS Form 202, Incident Objectives (2 of 2)

Visual Description: Incident Objectives, ICS Form 202 (2 of 2)

Key Points

Note the following information on the Incident Objectives, ICS 202:

- A safety message is included.
- Both the Planning Section Chief and Incident Commander indicate approval with their signatures.

Sample Incident Objectives, ICS Form 202

INCIDENT OBJECTIVES	1. INCIDENT NAME Winter Storm	2. DATE PREPARED 2-10	3. TIME PREPARED 1300
4. OPERATIONAL PERIOD (DATE/TIME) 2-10 1800 to 0600 2-11			
5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES) <ol style="list-style-type: none"> 1. Provide for safety of responders and public (see safety message) 2. Keep parking lots of critical facilities plowed 3. Keep primary routes open (see map) 4. Sand parking lots and lighted intersections 			
6. WEATHER FORECAST FOR OPERATIONAL PERIOD Winter storm warning continues. Snow level at sea level, 10-12" accumulations possible, accompanied by high winds and drifting. See attached forecast.			
7. GENERAL SAFETY MESSAGE Driving extremely hazardous. Lights on and chains required. Wear high visibility clothing, hat & gloves when outside vehicle.			
8. ATTACHMENTS (CHECK IF ATTACHED)			
<input checked="" type="checkbox"/> Organization List (ICS 203)	<input checked="" type="checkbox"/> Medical Plan (ICS 206)	<input checked="" type="checkbox"/> <u>Weather Forecast</u> _____.	
<input checked="" type="checkbox"/> Assignment List (ICS 204)	<input checked="" type="checkbox"/> Incident Map	<input type="checkbox"/> _____	
<input checked="" type="checkbox"/> Communications Plan (ICS 205)	<input type="checkbox"/> Traffic Plan	<input type="checkbox"/> _____	
9. PREPARED BY (PLANNING SECTION CHIEF) Alice Walker		10. APPROVED BY (INCIDENT COMMANDER) Dan Franklin	

Topic

IAP Preparation and Approval



ORGANIZATION ASSIGNMENT LIST		9. OPERATIONS SECTION	
1. INCIDENT NAME	Winter Storm	CHIEF	Jim Mills
2. DATE PREPARED	2-10	DEPUTY	
3. TIME	1300	a. BRANCH I - DIVISIONS/GROUPS	
		BRANCH DIRECTOR	
4. OPERATIONAL PERIOD (DATE/TIME)	2-10 1800 to 2-11 0600	DIVISION/GROUP A	Jill Hood
POSITION	NAME	DIVISION/GROUP B	Bill Montoya
		DIVISION/GROUP C	Jose Gomez
5. INCIDENT COMMANDER AND STAFF		DIVISION/GROUP - Sanding	Rob Paulson
INCIDENT COMMANDER	Dan Franklin	DIVISION/GROUP - Parking Lot	Andy Anderson
DEPUTY		b. BRANCH II - DIVISIONS/GROUPS	
SAFETY OFFICER	Pam Wetzel	BRANCH DIRECTOR	

Command and General Staff

Operations Supervisors to Division/Group Level

Organization Assignment List, ICS Form 203, provides a full accounting of incident management and supervisory staff for the operational period.

Visual Description: Organization Assignment List, ICS Form 203

Key Points

The Organization Assignment List, ICS Form 203, provides a full accounting of incident management and supervisory staff for that operational period.

Answer the following question:



Why do you think it is important to have a list of management and supervisory staff on one single form?

Refer to the sample Organizational Assignment List on the next page.

Sample Organizational Assignment List, ICS Form 203

ORGANIZATION ASSIGNMENT LIST		9. OPERATIONS SECTION	
1. INCIDENT NAME: Winter Storm		CHIEF	Jim Mills
2. DATE PREPARED: 2-10		DEPUTY	
3. TIME 1300		a. BRANCH I – DIVISIONS/GROUPS	
4. OPERATIONAL PERIOD 2-10 1800 to 2-11 0600		BRANCH DIRECTOR	
		DEPUTY	
POSITION	NAME	DIVISION/GROUP A	Jill Hood
5. INCIDENT COMMANDER AND STAFF		DIVISION/GROUP B	Bill Montoya
INCIDENT COMMANDER	Dan Franklin	DIVISION/GROUP C	Jose Gomez
DEPUTY		DIVISION/GROUP Sanding	Rob Paulson
SAFETY OFFICER	Pam Wetzel	DIVISION/GROUP Parking Lot	Andy Anderson
PUBLIC INFORMATION OFFICER		b. BRANCH II – DIVISIONS/GROUPS	
LIAISON OFFICER		BRANCH DIRECTOR	
6. AGENCY REPRESENTATIVES		DEPUTY	
AGENCY	NAME	DIVISION/GROUP	
CCPW	Mike Gilsdorf cell: 420-1398	DIVISION/GROUP	
SDOT	Martha Andrews cell: 421-5439	DIVISION/GROUP	
7. PLANNING SECTION		DIVISION/GROUP	
CHIEF	Alice Walker	c. BRANCH III – DIVISIONS/GROUPS	
DEPUTY		BRANCH DIRECTOR	
RESOURCES UNIT	Tom Fry	DEPUTY	
SITUATION UNIT	Karen Wilson	DIVISION/GROUP	
DOCUMENTATION UNIT	Linda Parks	DIVISION/GROUP	
DEMOBILIZATION UNIT		DIVISION/GROUP	
TECHNICAL SPECIALISTS		DIVISION/GROUP	
NOAA Weather	-378-	DIVISION/GROUP	
		d. AIR OPERATIONS BRANCH	
		AIR OPERATIONS BRANCH DIRECTOR	
8. LOGISTICS SECTION		AIR ATTACK SUPERVISOR	
CHIEF	John Hilman	AIR SUPPORT SUPERVISOR	
DEPUTY		HELICOPTER COORDINATOR	
SUPPORT BRANCH DIRECTOR		AIR TANKER COORDINATOR	
SUPPLY UNIT	Joe Carter	10. FINANCE/ADMINISTRATION SECTION	
FACILITIES UNIT		CHIEF	Carol White
GROUND SUPPORT UNIT	Jesus Martinez	DEPUTY	
SERVICE BRANCH DIRECTOR		TIME UNIT	
COMMUNICATIONS UNIT	Mike Walters	PROCUREMENT UNIT	Sara Thomas
MEDICAL UNIT		COMPENSATION UNIT	
SECURITY UNIT		COST UNIT	
PREPARED BY (RESOURCE UNIT LEADER) Tom Fry			



1. BRANCH		2. DIVISION/GROUP		DIVISION ASSIGNMENT LIST	
		Parking Lot			
3. INCIDENT NAME		4. OPERATIONAL PERIOD			
Winter Storm		DATE: 2-10/2-11			
5. OPERATIONAL PERSONNEL					
OPERATIONS CHIEF		Jim Mills		DIVISION/GROUP SUPERVISOR	
BRANCH DIRECTOR				TACTICAL GROUP SUPERVISOR	
6. RESOURCES ASSIGNED THIS PERIOD					
EMT		LEADER		PICK	

Division/Group Assignment List, ICS Form 204, specifies the Operations Section structure for the operational period. Each Division or Group will have its own page. (1 of 4)

Visual Description: Division Assignment List, ICS Form 204 (1 of 4)

Key Points

Note the following key points:

- The Division Assignment List, ICS Form 204, is based on the organizational structure of the Operations Section for the operational period.
- Each Division or Group will have its own page. This page will list who is supervising the Division or Group, to include Branch Director if assigned.

(Continue to the next visual.)

Topic

IAP Preparation and Approval



6. RESOURCES ASSIGNED THIS

STRIKE TEAM/TASK FORCE/ RESOURCE DESIGNATOR	EMT	PERIOD LEADER	NUMBER PERSONS	TRANS NEEDED	PICK UP PT/TIME	DROP OFF PT/TIME
TF #1		Don Wells	3	No	Shop 1700	Shop 0530
Plow #15 Loader #2		Tony Anioti Carl Gossard				
TF #2		Mark Jones	3	No	Shop 1700	Shop 0530
Plow #2 Loader #7		Ann Walker Paul Drew				
TF #3		Larry Carpenter	3	No	Shop 1700	Shop 0530
Plow #10 Loader #4		Bob Smith Gr. Smith				

Resources Assigned

Division/Group Assignment List, ICS Form 204
(2 of 4)

Visual Description: Division Assignment List, ICS Form 204 (2 of 4)

Key Points

The Division Assignment List, ICS Form 204, includes specific assigned resources with leader name and number of personnel assigned to each resource.

Topic

IAP Preparation and Approval



TF #3
Plow #8
Loader #6
John Dietz
Barry Miller
Shop

7. CONTROL OPERATIONS

TF #1- Maintain EOC, Stations 1, 2, and Police Station
TF #2- Maintain Stations 3, 4, and 5
TF #3- Maintain Stations 6, 7, and Hospital
TF #4- Staging at Shop

8. SPECIAL INSTRUCTIONS

See site maps for snow pile locations. Maintain less than 6 inches accumulation. If snowfall exceeds capability, request additional resources through Ops. Exercise extreme caution when operating machinery. Visibility will be very poor. Wear high visibility clothing, hat and gloves. Lunches will be delivered to Fire Stations 1, 3, and 6 at 2400. Watch for signs of hypothermia.

Assignment and Special Instructions

Division/Group Assignment List, ICS Form 204
(3 of 4)

Visual Description: Division Assignment List, ICS Form 204 (3 of 4)

Key Points

The Division Assignment List describes in detail the specific actions that that Division or Group will be taking in support of the overall incident objectives. Any special instructions will be included as well as the elements of the communications plan that apply to that Division or Group.

Topic

IAP Preparation and Approval



9. DIVISION/GROUP COMMUNICATIONS SUMMARY

FUNCTION	FREQUENCY	SYSTEM	CHANNEL	FUNCTION	FREQUENCY	SYSTEM	CHANNEL
COMMAND	LOCAL	800 mHz	2J	SUPPORT	LOCAL	800 mHz	3J
	REPEAT				REPEAT		
DIV/GROUND TACTICAL	800 mHz		6J	GROUND TO AIR			
PREPARED BY (RESOURCE UNIT LEADER)		APPROVED BY (PLANNING SECTION)		DATE		TIME	
Tom Fry		Alice Walker		2-10		1500	

ICS 204

Prepared by Resources Unit Lead

Approved by Planning Section Chief

Communications for this Assignment

Division/Group Assignment List, ICS Form 204 (4 of 4)

Visual Description: Division Assignment List, ICS Form 204 (4 of 4)

Key Points

Communications assignments are specified on the Division Assignment List. Information from several forms is integrated on the Division Assignment List in order to inform members of the Operations Section about assignments, instructions, and communication protocol/frequencies.



How do you communicate these same elements if an ICS Form 204 is not used?

Refer to the sample Division Assignment List on the next page.

Sample Division Assignment List, ICS Form 204

1. BRANCH		2. DIVISION/ GROUP Parking Lot		DIVISION ASSIGNMENT LIST					
3. INCIDENT NAME Winter Storm		4. OPERATIONAL PERIOD DATE: 2-10/2-11 TIME: 1800/0600							
5. OPERATIONAL PERSONNEL									
OPERATIONS CHIEF		Jim Mills		DIVISION/GROUP SUPERVISOR		Andy Anderson			
BRANCH DIRECTOR				TACTICAL GROUP SUPERVISOR					
6. RESOURCES ASSIGNED THIS PERIOD									
STRIKE TEAM/TASK FORCE/ RESOURCE DESIGNATOR	EMT	LEADER	NUMBER PERSONS	TRANS NEEDED	PICK UP PT/TIME	DROP OFF PT/TIME			
TF# 1		Don Wills	3	No	Shop 1700	Shop 0530			
Plow# 15 Loader# 2		Tony Anioti Carl Gossard							
TF#2		Mark Jones	3	No	Shop 1700	Shop 0530			
Plow# 2 Loader# 7		Ann Walker Paul Drew							
TF#3		Larry Carpenter	3	No	Shop 1700	Shop 0530			
Plow# 10 Loader# 4		Bob Smith Greg Little							
TF#4		Drew Parish	3	No	Shop 1700	Shop 0530			
Plow# 8 Loader# 6		John Dietz Barry Miller							
7. CONTROL OPERATIONS TF#1- Maintain EOC, Stations 1, 2, and Police Station TF#2- Maintain Stations 3, 4, and 5 TF#3- Maintain Stations 6, 7, and Hospital TF#4- Staging at Shop									
8. SPECIAL INSTRUCTIONS See Site maps for snow pile locations. Maintain less than 6" accumulation. If snowfall exceeds capability, request additional resources through Ops. Exercise extreme caution when operating machinery. Visibility will be very poor. Wear high visibility clothing, hat and gloves. Lunches will be delivered to Fire Stations 1, 3, and 6 at 2400. Watch for signs of hypothermia.									
9. DIVISION/GROUP COMMUNICATIONS SUMMARY									
FUNCTION		FREQUENCY	SYSTEM	CHANNEL	FUNCTION		FREQUENCY	SYSTEM	CHANNEL
COMMAND	LOCAL	800 mHz		2J	SUPPORT	LOCAL	800 mHz		3J
	REPEAT					REPEAT			
DIVISION/GROUP TACTICAL		800 mHz		6J	Ground to Air				
PREPARED BY (RESOURCE UNIT LEADER) Tom Fry			APPROVED BY (PLANNING SECTION CHIEF) Alice Walker			DATE 2-10		TIME 1500	

Topic

IAP Preparation and Approval



INCIDENT RADIO COMMUNICATIONS PLAN

1. INCIDENT NAME
Winter Storm

4. BASE RADIO CHANNEL
FREQUENCY/TONE

SYSTEM/CACHE	CHANNEL	FUNCTION	FREQUENCY/TONE
City/County	2J	Command	
City/County	6J	Operations	

Priority 1
Command to Ops

Priority 2
Tactical
Assignments

Incident Communications Plan, ICS Form 205, presents the communications plan for the entire incident.

Visual Description: Incident Communications Plan, ICS Form 205

Key Points

The Incident Communications Plan, ICS Form 205, summarizes the communications plan for the entire incident.



Why is a communications plan important?

Refer to the sample Communications Plan on the next page.

Sample Incident Communications Plan, ICS Form 205

INCIDENT RADIO COMMUNICATIONS PLAN			1. INCIDENT NAME Winter Storm	2. DATE/TIME PREPARED 2-10 1300	3. OPERATIONAL PERIOD DATE/TIME 2-10 1800 to 2-11 0600
4. Base Radio Channel Utilization					
SYSTEM/CACHE	CHANNEL	FUNCTION	FREQUENCY/TONE	ASSIGNMENT	REMARKS
City/County	2J	Command		Command and Operations	
City/County	6J	Operations		Parking Lot Group	
City/County	4J	Operations		Sanding Group	
City/County	8J	Operations		Divisions A and B	
City/County	9J	Operations		Divisions C and D	
City/County	3J	Planning and Logistics		Resource Status Changes and Resource Orders	
5. PREPARED BY (COMMUNICATIONS UNIT) Mike Walters					

Topic

IAP Preparation and Approval



MEDICAL PLAN		1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED	4. OPERATIONAL PERIOD
		Winter Storm	2-10	1530	2-10 1800 to 0600 2-11
5. INCIDENT MEDICAL AID STATIONS					
MEDICAL AID STATIONS	LOCATION				PARAMEDICS YES NO
Fire Station 1	1171 S. 5th Ave.				✓
Fire Station 2	950 Bellingham Way				✓
Fire Station 4	2100 Main				✓
Fire Station 6	4700 N. 12th Ave.				✓
Fire Station 7	170 West Oakdale				✓
6. TRANSPORTATION					
A. AMBULANCE SERVICES					
ADDRESS		PHONE		MEDICS	
[REDACTED]					
Minor injuries will be treated at closest Medical Aid/Fire Station. Major injuries call 911 for assistance. Any injury received on the job requires notification to immediate incident supervisor, Operations Section Chief, IC and Safety Officer and completion of Accident/Injury Form 104 A & B.					
206 ICS 8/78		8. PREPARED BY (MEDICAL UNIT LEADER) John Hilman		10. REVIEWED BY (SAFETY OFFICER) Pam Wetzel	

Incident Medical Plan, ICS Form 206, describes the medical care to be provided in case of responder medical emergencies.

Aid Stations
and Level of
Service

Instructions,
if required

Visual Description: Medical Plan, ICS Form 206

Key Points

The Medical Plan, ICS Form 206, presents the plan for providing care in the case of responder medical emergencies.

Answer the following question:



What are some examples of types of incidents where you would complete a Medical Plan?

Refer to the sample Medical Plan on the next page.

Sample Medical Plan, ICS Form 206

MEDICAL PLAN	1. INCIDENT NAME Winter Storm	2. DATE PREPARED 2-10	3. TIME PREPARED 1530	4. OPERATIONAL PERIOD 2-10 1800 to 2-11 0600				
5. INCIDENT MEDICAL AID STATIONS								
MEDICAL AID STATIONS		LOCATIONS			PARAMEDICS			
					YES	NO		
Fire Station 1		1171 5th Avenue			✓			
Fire Station 2		950 Bellingham Way			✓			
Fire Station 4		2100 Main			✓			
Fire Station 6		4700 N. 12th Ave			✓			
Fire Station 7		170 West Oakdale			✓			
6. TRANSPORTATION								
A. AMBULANCE SERVICES								
NAME		ADDRESS		PHONE		PARAMEDICS		
						YES	NO	
SEE ABOVE								
B. INCIDENT AMBULANCES								
NAME		LOCATION			PARAMEDICS			
					YES	NO		
SEE ABOVE								
7. HOSPITALS								
NAME	ADDRESS	TRAVEL TIME		PHONE	HELIPAD		BURN CENTER	
		AIR	GRND		YES	NO	YES	NO
Meridian	500 W. Oakdale	15	45	XXX-378-2100	✓		✓	
8. MEDICAL EMERGENCY PROCEDURES								
Minor injuries will be treated at closest Medical Aid/Fire Station.								
Major injuries call 911 for assistance.								
Any injury received on the job requires notification to immediate incident supervisor, Operations Section Chief, IC and Safety Officer and completion of Accident/Injury Form 104 A & B.								
206 ICS 8/78		PREPARED BY (MEDICAL UNIT LEADER) LSC John Hilman			10. REVIEWED BY (SAFETY OFFICER) Pam Wetzel			



Additional Supporting Documents

- Maps and incident facility plot plans
- Safety messages
- Detailed weather forecasts
- Other important information for operational supervisors



Unit 5:
Planning Process

Visual 5.42

Visual Description: Additional Supporting Documents

Key Points

Additional supporting documents include the following:

- Maps and incident facility plot plans (plot plans show the facility boundaries, structures, and other landmarks of the property)
- Safety messages
- Detailed weather forecasts
- Other important information for operational supervisors



Activity: Analyzing an IAP

Instructions:

1. The purpose of this activity is to help you prepare for developing an IAP. Working as a team, review the sample Incident Action Plan in your Student Manual.
2. Complete the following steps:
 - Independently read the sample IAP for a cruise ship accident. Make notes about the format and contents. Use the information presented in this unit to help you critique the plan.
 - As a team, discuss the strengths and weaknesses of the sample plan.
 - On chart paper, record your comments on the strengths and weaknesses of the plan.
3. Select a spokesperson and be prepared to present your work in 30 minutes.

Unit 5:
Planning Process

Visual 5.43

Visual Description: Activity: Analyzing an IAP

Key Points

Purpose: The purpose of this activity is to help you prepare for developing an IAP.

Instructions:

1. Working as a team, review the sample Incident Action Plan beginning on the next page.
2. Complete the following steps:
 - Independently read the sample IAP for a cruise ship accident. Make notes about the format and contents, using the information provided in this unit to help you critique the plan.
 - As a team, discuss the strengths and weaknesses of the sample plan.
 - On chart paper, record your comments on the strengths and weaknesses of the plan.
3. Select a spokesperson and be prepared to present your work in 30 minutes.



Jot down notes about the format and contents of the Sample IAP.

Sample IAP (Page 1 of 9)

INCIDENT OBJECTIVES ICS-202	1. INCIDENT NAME Yorktown	2. DATE PREPARED 08-19-XX	3. TIME PREPARED 0200		
4. OPERATIONAL PERIOD (DATE/TIME) August 19, XXXX, 0600-1800 hours					
5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES) <ul style="list-style-type: none"> ◆ Assist the Clipper Cruise Line and the USCG in insuring that there are no injuries to the Yorktown Clipper's crew, nor to any of the incident responders. ◆ Assist the USCG in preventing the discharge of any further hazardous materials into the water and contain any spilled materials; plan for contingencies. ◆ Assess and document the potential for environmental damage should there be a further discharge of hazardous materials from the Yorktown Clipper. Plan for contingencies. ◆ Prevent damage to natural and cultural resources. ◆ Assist the USCG and Clipper Cruise Lines in arranging and carrying out the safe passage of the Yorktown Clipper out of the bay and out of the Park. 					
6. WEATHER FORECAST FOR OPERATIONAL PERIOD A moderate low pressure system is moving southerly from the Anchorage area and is expected to be in the Glacier Bay area by noon today. Temperature: 60 to 65 degrees Relative Humidity: 60 to 75% Winds: west @ 10 to 18 knots Seas: 3-foot swells with moderate to heavy chop Sunrise: 0534 AKDT; Sunset: 2040 AKDT Tides: Highs at 0256 (+18.7) and 1526 (+18.8); Lows at 0921 (-3.3) and 2143 (-1.8)					
7. GENERAL/SAFETY MESSAGE (See attached Safety Message)					
8. ATTACHMENTS (CHECK IF ATTACHED) <table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top;"> X ORGANIZATION LIST (ICS 203) X DIVISION ASSIGNMENT LISTS (ICS 204) X COMMUNICATIONS PLAN (ICS 205) X MEDICAL PLAN (ICS 206) X INCIDENT MAP </td> <td style="vertical-align: top;"> — TRAFFIC PLAN — Other X WEATHER FORECAST X Safety Message </td> </tr> </table>				X ORGANIZATION LIST (ICS 203) X DIVISION ASSIGNMENT LISTS (ICS 204) X COMMUNICATIONS PLAN (ICS 205) X MEDICAL PLAN (ICS 206) X INCIDENT MAP	— TRAFFIC PLAN — Other X WEATHER FORECAST X Safety Message
X ORGANIZATION LIST (ICS 203) X DIVISION ASSIGNMENT LISTS (ICS 204) X COMMUNICATIONS PLAN (ICS 205) X MEDICAL PLAN (ICS 206) X INCIDENT MAP	— TRAFFIC PLAN — Other X WEATHER FORECAST X Safety Message				
9. PREPARED BY (PLANNING SECTION CHIEF) PSC2 08-19-XX (signed)		10. APPROVED BY (INCIDENT COMMANDER) ICT2 08-19-XX (signed)			

Sample IAP (Page 2 of 9)

ORGANIZATION ASSIGNMENT LIST ICS-203		1. INCIDENT NAME Yorktown	2. DATE PREPARED 08-19-XX										
3. TIME PREPARED 0200		4. OPERATIONAL PERIOD DATE August 19, 19XX TIME 0600-1800											
5. INCIDENT COMMANDER AND STAFF INCIDENT COMMANDER (NPS) ICT2 Unified Command INCIDENT COMMANDER (USCG) Xxxx Unified Command INCIDENT COMMANDER (CCL) Xxxx Unified Command SAFETY OFFICER ISO2 INFORMATION OFFICER IOF2 LIAISON OFFICER		9. OPERATIONS SECTION CHIEF OSC2 DEPUTY a. BRANCH I - DIVISIONS/GROUPS BRANCH DIRECTOR DEPUTY GROUP: Vessel Stabilization Aaron Cartright (USCG) GROUP: Nat. Resc. Assessmnt Carol Brandon (NPS) GROUP: Salvage/Removal Tyrone Jefferson (USCG) GROUP:											
6. AGENCY REPRESENTATIVES <table border="1"> <thead> <tr> <th>AGENCY</th> <th>NAME</th> </tr> </thead> <tbody> <tr> <td>NTSB</td> <td>Nick Prop</td> </tr> <tr> <td>AK DEC</td> <td>Shirley Hanson</td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> </tbody> </table>		AGENCY	NAME	NTSB	Nick Prop	AK DEC	Shirley Hanson					b. BRANCH II - DIVISIONS/GROUPS BRANCH DIRECTOR DEPUTY DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP	
AGENCY	NAME												
NTSB	Nick Prop												
AK DEC	Shirley Hanson												
7. PLANNING SECTION CHIEF PSC2 DEPUTY RESOURCES UNIT LEADER SITUATION UNIT LEADER DOCUMENTATION UNIT DEMOBILIZATION UNIT TECHNICAL SPECIALISTS - Oil Spill Cordell Royball - Investigator Russ Williams - Investigator Sherrie Collingsworth		c. BRANCH III - DIVISIONS/GROUPS BRANCH DIRECTOR DEPUTY DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP DIVISION/GROUP											
8. LOGISTICS SECTION CHIEF LSC2 DEPUTY a. SUPPORT BRANCH DIRECTOR SUPPLY UNIT FACILITIES UNIT GROUND SUPPORT UNIT b. SERVICE BRANCH DIRECTOR COMMUNICATIONS UNIT Mike Lewin MEDICAL UNIT Rick Patton FOOD UNIT		d. AIR OPERATIONS BRANCH AIR OPERATIONS BRANCH DIR. AIR TACTICAL GROUP SUPER. AIR SUPPORT SUPERVISOR HELICOPTER COORDINATOR John Range (USCG) AIR TANKER COORDINATOR 10. FINANCE SECTION CHIEF FSC2 DEPUTY TIME UNIT Will Wayne PROCUREMENT UNIT COMPENSATION/CLAIMS UNIT COST UNIT LaVell Bannister											
PREPARED BY (PSC2) (signed) 08-19-XX													

Sample IAP (Page 3 of 9)

1. BRANCH X		2. GROUP Vessel Stabilization		ASSIGNMENT LIST ICS-204					
3. INCIDENT NAME Yorktown Clipper Exercise				4. OPERATIONAL PERIOD DATE 08/19/xx TIME 0600 - 1800					
5. OPERATIONS PERSONNEL									
OPERATIONS CHIEF OSC2 GROUP SUPERVISOR Aaron Cartright (USCG)				BRANCH DIRECTOR AIR TACTICAL GROUP SUPERVISOR					
6. RESOURCES ASSIGNED THIS PERIOD									
STRIKE TEAM/TASK FORCE/RESOURCE DESIGNATOR	LEADER	NUMBER PERSONS	TRANS. NEEDED	DROP OFF POINT/TIME	PICK UP POINT/TIME				
Boom operations	Joe Pecard	3	Y	Shag Cove/ 0730	BC Docks/ 0600				
Pump operations	Jason Ward	3	Y	Shag Cove/ 0730	BC Docks/ 0600				
Radio crew	Shep Watson	2	y	Shag Cove/ 0730	BC Docks/ 0600				
7. OPERATIONS									
--Assist the Coast Guard and the ship's crew in insuring the safety of the crew by assuring that everyone wears prescribed safety equipment and crew is not directly exposed to hazardous or toxic materials. --Assist the Communications Unit Leader with the installation of a radio repeater. --Maintain boom material currently in place. Assure that it continues to contain hazardous materials. --Operate pumps on board the YC to continue to reduce flooded compartments. --Prevent, if possible, the discharge of any additional hazardous materials into the bay waters.									
8. SPECIAL INSTRUCTIONS Complete a Unit Log. Debrief at the end of the operational period.									
9. DIVISION/GROUP COMMUNICATIONS SUMMARY									
FUNCTION		FREQUENCY	SYSTEM	CHAN.	FUNCTION		FREQUENCY	SYSTEM	CHAN.
COMMAND	LOCAL	166.200	NIFC	1	STATUS/ LOGISTICS	LOCAL	157.10	GLBA	3
COMMAND	REPEAT	166.500	NIFC	5	STATUS/ LOGISTICS	REPEAT	166.500	NIFC	5
GROUP TACTICAL On YC W/ USCG		168.825 157.100	GLBA GLBA	2 6	GROUND TO AIR		168.575	GLBA	8
PREPARED BY (RESOURCE UNIT LEADER) PSC2 (signed)				APPROVED BY (PLANNING SECTION CHIEF) ICT2 (signed)			DATE 08/09/xx	TIME 0200	

Sample IAP (Page 4 of 9)

1. BRANCH		2. GROUP		ASSIGNMENT LIST					
X		Natural Resources Assessment		ICS-204					
3. INCIDENT NAME Yorktown Clipper Exercise				4. OPERATIONAL PERIOD DATE 08/19/xx TIME 0600 - 1800					
5. OPERATIONS PERSONNEL									
OPERATIONS CHIEF OSC2 GROUP SUPERVISOR Carol Brandon				BRANCH DIRECTOR AIR TACTICAL GROUP SUPERVISOR					
6. RESOURCES ASSIGNED THIS PERIOD									
STRIKE TEAM/TASK FORCE/RESOURCE DESIGNATOR	LEADER	NUMBER PERSONS	TRANS. NEEDED	DROP OFF POINT/TIME		PICK UP POINT/TIME			
Biotech Team 1	Bud Ricer	2	Y	Shag Cove/ 0730		BC Docks/ 0600			
NR Planning	Gail Irvington	3	N						
Biotech Team 2	Steve Taggart	2	Y	Gustavis Airport/ 1100		Gustavis Airport/ 0700			
7. OPERATIONS									
<p>Develop contingency plans for the following:</p> <ul style="list-style-type: none"> --Fuel spill while the vessel remains in Shag Cove. --Fuel spill during the movement of the vessel from Shag Cove out of the park. --Fuel spill in Bartlett Cove if the vessel is stored there. --Catastrophic structural failure of the vessel resulting in it sinking. <p>Conduct ground survey of Shag Cove shore to determine extent, if any, that hazardous materials are reaching shore.</p> <p>Conduct aerial survey of the bay; map bird concentrations.</p>									
8. SPECIAL INSTRUCTIONS									
Complete a Unit Log. Debrief at the end of operational period.									
9. DIVISION/GROUP COMMUNICATIONS SUMMARY									
FUNCTION		FREQUENCY	SYSTEM	CHAN.	FUNCTION		FREQUENCY	SYSTEM	CHAN.
COMMAND	LOCAL	166.200	NIFC	1	STATUS/ LOGISTICS	LOCAL	157.10	GLBA	3
COMMAND	REPEAT	166.500	NIFC	5	STATUS/ LOGISTICS	REPEAT	166.500	NIFC	5
GROUP TACTICAL		167.200	NIFC	11	GROUND TO AIR		168.575	GLBA	8
PREPARED BY (RESOURCE UNIT LEADER) PSC2 (signed)				APPROVED BY (PLANNING SECTION CHIEF) ICT2 (signed)				DATE 08/09/xx	TIME 0200

Sample IAP (Page 5 of 9)

1. BRANCH X		2. GROUP Vessel Salvage/Removal		ASSIGNMENT LIST ICS-204					
3. INCIDENT NAME Yorktown Clipper Exercise				4. OPERATIONAL PERIOD DATE 08/19/xx TIME 0600 - 1800					
5. OPERATIONS PERSONNEL									
OPERATIONS CHIEF OSC2 GROUP SUPERVISOR Duane Pickerell (USCG)				BRANCH DIRECTOR AIR TACTICAL GROUP SUPERVISOR Xxxx Xxxxx					
6. RESOURCES ASSIGNED THIS PERIOD									
STRIKE TEAM/TASK FORCE/RESOURCE DESIGNATOR	LEADER	NUMBER PERSONS	TRANS. NEEDED	DROP OFF POINT/TIME		PICK UP POINT/TIME			
Dive operations	Tyrone Jefferson (USCG)	8	N						
7. OPERATIONS --Conduct repairs on the hull of the YC sufficient to allow the vessel to be moved safely out of the Park and to a designated repair facility. --Prevent, if possible, the discharge of any hazardous materials into the bay waters.									
8. SPECIAL INSTRUCTIONS Complete a Unit Log. Debrief at the end of the operational period.									
9. DIVISION/GROUP COMMUNICATIONS SUMMARY									
FUNCTION		FREQUENCY	SYSTEM	CHAN.	FUNCTION		FREQUENCY	SYSTEM	CHAN.
COMMAND	LOCAL	166.200	NIFC	1	STATUS/ LOGISTICS	LOCAL	157.10	GLBA	3
COMMAND	REPEAT	166.500	NIFC	5	STATUS/ LOGISTICS	REPEAT	166.500	NIFC	5
GROUP TACTICAL On YC W/ USCG		168.825 157.100	GLBA GLBA	2 6	GROUND TO AIR		168.575	GLBA	8
PREPARED BY (RESOURCE UNIT LEADER) PSC2 (signed)				APPROVED BY (PLANNING SECTION CHIEF) ICT2 (signed)			DATE 08/09/xx	TIME 0200	

Sample IAP (Page 6 of 9)

INCIDENT RADIO COMMUNICATIONS PLAN ICS - 205				1. INCIDENT NAME Yorktown	1. PREPARED DATE 08-19-XX TIME 0200	1. OPERATIONAL PERIOD DATE 08/19/xx TIME 0600 - 1800
SYSTEM/CACHE	CHANNEL	FUNCTION	FREQUENCY	ASSIGNMENT	REMARKS	
NIFC	1	Command	166.200	Command and General Staff and Group Supervisors		
GLBA	2	Local on YC	166.825	Local on YC	Internal communications on YC	
GLBA	3	Logistics	166.300	Logistics		
NIFC	5	Tactical (through Repeater)	166.500	Group Supervisors on YC	Communications between YC and ICP	
GLBA	6	Tactical w/ USCG	157.100	Command and USCG	Group Supervisors scan this frequency	
GLBA	7	Tactical	166.600	Investigation		
GLBA	8	Air-Ground	168.575	Aircraft Observation Dispatch	Flight Following	
NIFC	11	Tactical (through Repeater)	167.200	NR Assessment Group		
5. PREPARED BY (COMMUNICATIONS UNIT) LSC2 (signed)						

Sample IAP (Page 7 of 9)

MEDICAL PLAN ICS-206	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED	4. OPERATIONAL PERIOD				
	Yorktown	08-19-XX	0200	08/19/xx 0600 - 1800				
5. INCIDENT MEDICAL AID STATIONS								
MEDICAL AID STATIONS	LOCATION	PARAMEDICS						
		YES	NO					
NPS EMT's	Yorktown Clipper	<input type="checkbox"/>	<input checked="" type="checkbox"/>					
NPS - GLBA HQ	Bartlett Cove	<input checked="" type="checkbox"/>	<input type="checkbox"/>					
Gustavus Emergency Response	Gustavus PHONE 697-2333	<input checked="" type="checkbox"/>	<input type="checkbox"/>					
		<input type="checkbox"/>	<input type="checkbox"/>					
		<input type="checkbox"/>	<input type="checkbox"/>					
		<input type="checkbox"/>	<input type="checkbox"/>					
		<input type="checkbox"/>	<input type="checkbox"/>					
		<input type="checkbox"/>	<input type="checkbox"/>					
		<input type="checkbox"/>	<input type="checkbox"/>					
6. TRANSPORTATION								
A. AMBULANCE SERVICES								
NAME	ADDRESS	PHONE	PARAMEDICS					
			YES	NO				
Gustavus Emergency Response	Gustavus	697-2333	<input checked="" type="checkbox"/>	<input type="checkbox"/>				
			<input type="checkbox"/>	<input type="checkbox"/>				
			<input type="checkbox"/>	<input type="checkbox"/>				
			<input type="checkbox"/>	<input type="checkbox"/>				
			<input type="checkbox"/>	<input type="checkbox"/>				
			<input type="checkbox"/>	<input type="checkbox"/>				
B. INCIDENT AMBULANCES								
NAME	LOCATION	PARAMEDICS						
		YES	NO					
None		<input type="checkbox"/>	<input type="checkbox"/>					
		<input type="checkbox"/>	<input type="checkbox"/>					
		<input type="checkbox"/>	<input type="checkbox"/>					
		<input type="checkbox"/>	<input type="checkbox"/>					
7. HOSPITALS								
NAME	ADDRESS	TRAVEL TIME		PHONE	HELIPAD		BURN CENTER	
		AIR	GRND		YES	NO	YES	NO
Bartlett Memorial	3260 Hospital Drive, Juneau	1 hr	n/a	586-8427	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. MEDICAL EMERGENCY PROCEDURES								
If necessary, a float plane will be dispatched from Glacier Bay Airways (697-2249 or 789-9009) and the victim will be flown to Juneau.								
Contact GLBA Dispatch in the event of ANY injury.								
9. PREPARED BY (MEDICAL UNIT LEADER) LSC2 (signed)					10. REVIEWED BY (SAFETY OFFICER) ISO2 (signed)			

Sample IAP (Page 8 of 9)

YORKTOWN

08-19-xx
0600 - 1800**SAFETY MESSAGE**

All personnel working on the Yorktown Clipper Incident must be aware of the following hazards and take appropriate mitigation measures:

- Individuals working aboard the Yorktown Clipper must be aware of:
 1. Significant amounts of diesel fuel and other petroleum products are mixed with water below decks. There is both a health hazard and a fire hazard associated with these materials.

HEALTH:

Inhalation: Inhalation of high concentrations of diesel fuel vapors causes dizziness, headaches and stupor.

Ingestion: Ingestion of diesel fuel causes irritation of stomach and intestines with nausea and vomiting.

Skin Exposure: The liquid is irritating to the skin, especially where long term contact is involved. May burn skin or eyes.

FIRST AID:

1. Remove victim to fresh air. Apply appropriate actions if breathing is labored or stops.
2. If ingested, do NOT induce vomiting. Give water to dilute.
3. For skin exposure, remove contaminated clothing and gently flush affected areas with fresh water for 15 minutes.
4. **In all cases, get medical advice and medical attention as soon as possible.**

FIRE: If small, use dry chemical, CO₂, foam or water spray. If large, evacuate immediately.

2. Decks and passageways are likely to be very slippery. Where possible, use sand or absorbent materials to improve footing and traction.
 3. Rubber gloves and protective clothing must be worn at all times by those entering the damaged areas of the vessel. Respiratory equipment is also required.
- For ground personnel in the backcountry and along shore in the vicinity of the YC, maintain vigilance for bears and take evasive or avoidance actions.
 - All personnel on boats must wear PFD's at all times, and be aware that water temperatures are sufficiently low to cause hypothermia with short exposure times.

THINK, AND ACT, SAFELY

Sample IAP (Page 9 of 9)

Weather
August 18, XX

Temperature: 68 to 75 degrees
Relative Humidity: 45 to 60 %
Winds: east 5-10 knots
Seas: 2 foot swells with moderate chop
Sunrise: 0531 AKDT; Sunset: 2042 AKDT
Tides: High at 1448 (+18.2); Low at 2059 (-1.1)

Weather
August 19, XX

A moderate low pressure system is moving southerly from the Anchorage area and is expected to be in the Glacier Bay area by noon today.

Temperature: 60 to 65 degrees
Relative Humidity: 60 to 75%
Winds: west, 10 to 18 knots
Seas: 3 foot swells with moderate to heavy chop
Sunrise: 0534 AKDT; Sunset: 2040 AKDT
Tides: Highs at 0256 (+18.7) and 1526 (+18.8); Lows at 0921 (-3.3) and 2143 (-1.8)

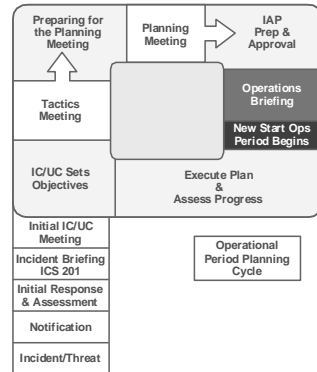
Weather
August 20, XX

Continued strong winds and showers from midnight through most of the day. Winds gusty, seas will continue to have swells 3 to 5 feet with moderate chop.

Temperature: 62 to 65 degrees
Relative humidity: 85 to 100%
Winds: west to southwest, 15 to 20 knots with stronger gusts.
Seas: 3 to 5 foot swells with moderate to heavy chop.
Sunrise: 0536 AKDT; Sunset: 2037 AKDT
Tides: Highs at 0342 (+18.3) and 1605 (+19.0); Lows at 1001 (-2.5) and 2029 (-1.9)



Operational Period Briefing



The operational period briefing:

- May be referred to as the shift briefing.
- Is conducted at the beginning of each operational period.
- Presents the IAP to supervisors of tactical resources.
- Should be concise.

Visual Description: Planning “P” with the next step: Operational Period Briefing highlighted

Key Points

The operational period briefing (also known as the operations briefing or the shift briefing) is the next step in the incident planning process.

Note the following points about the operational period briefing:

- May be referred to as the operations briefing or the shift briefing.
- Is conducted at the beginning of each operational period. Immediately prior to the start of the new operational period, all of the supervisors of the tactical resources to be employed during that period should attend an operational period briefing. In some cases, all of the tactical personnel should attend if they can be accommodated.
- Presents the Incident Action Plan to supervisors of tactical resources. The main purpose is to present the IAP to these individuals. Staff members will be briefed on the operational elements of the plan to ensure they are aware of whom they will work for, and what it is that must be accomplished. In addition, staff members will have a chance to ask questions regarding the plan, be briefed on any critical safety issues, and be informed regarding specific logistical information.
- Should be concise. The Planning Section Chief facilitates the briefing following a concise agenda.

Following the operational period briefing, Supervisors will meet with their assigned resources for a detailed briefing on their respective assignments.



Operational Period Briefing: Agenda (1 of 4)



- **Planning Section Chief:** Reviews the agenda and facilitates the briefing.



- **Incident Commander:** Presents incident objectives or confirms existing objectives.

Note: Objectives may be presented by the Planning Section Chief.

Unit 5:
Planning Process

Visual 5.45

Visual Description: Operational Period Briefing Agenda (1 of 4)

Key Points

Note the following points about the operational period briefing agenda:

- The Planning Section Chief reviews the agenda and facilitates the briefing.
- The Incident Commander presents the incident objectives or confirms existing objectives.

Note that the objectives may also be presented by the Planning Section Chief.



Operational Period Briefing: Agenda (2 of 4)



- **Current Operations Section Chief:** Provides current assessment and accomplishments.



- **Oncoming Operations Section Chief:** Covers the work assignments and staffing of Divisions and Groups for the upcoming operational period.

Unit 5:
Planning Process

Visual 5.46

Visual Description: Operational Period Briefing Agenda (2 of 4)

Key Points

Note the following points about the operational period briefing agenda:

- The current Operations Section Chief provides a current assessment of the incident and identifies the accomplishments.
- If applicable, the oncoming Operations Section Chief covers the work assignments and staffing of Divisions and Groups for the upcoming operational period.

Topic

Conducting the Operational Period Briefing

**Operational Period Briefing: Agenda (3 of 4)**

- **Technical Specialists:** Present updates on conditions affecting the response (weather, fire behavior, environmental factors).



- **Safety Officer:** Reviews specific risks to operational resources and the identified safety/mitigation measures.



- **Special Operations:** Briefs on Air Operations (if activated).

Unit 5:
Planning Process

Visual 5.47

Visual Description: Operational Period Briefing Agenda (3 of 4)

Key Points

Note the following points about the operational period briefing agenda:

- Technical specialists present updates on conditions affecting the response (weather, fire behavior, environmental factors).
- The Safety Officer reviews specific risks to operational resources and the identified safety and mitigation measures.
- Special Operations briefs on air operations, if activated.

Topic

Conducting the Operational Period Briefing

**Operational Period Briefing: Agenda (4 of 4)**

- **Specific Section Chief/Unit Leaders:** Present information related to ensuring safe and efficient operations.



- **Incident Commander:** Reiterates his or her operational concerns and directs resources to deploy.



- **Planning Section Chief:** Announces next planning meeting and operational period briefing. Adjourns the meeting.

Unit 5:
Planning Process

Visual 5.48

Visual Description: Operational Period Briefing Agenda (4 of 4)

Key Points

Note the following points about the operational period briefing agenda:

- Specific Section Chiefs or Unit Leaders present information related to ensuring safe and efficient operations.
- The Incident Commander reiterates his or her operational concerns and directs resources to deploy.
- The Planning Section Chief announces the next planning meeting and operational period briefing, and adjourns the meeting.

A sample operational period briefing agenda can be found on the next page.

Sample Operational Period Briefing Agenda

A sample operational period briefing agenda is included below. Use this sample agenda as a guide for the operational period briefing (also known as the operations briefing or shift briefing).

1. Situation Update

The Planning Section Chief provides an update of the incident, including the:

- Status of current tactical assignments.
- Response issues.
- New tactical assignments.
- Projections that may impact the next operational period.

2. Plan Review

The plan review may include last-minute “pencil” changes to the IAP and will include a discussion of each Division/Group Assignment Sheet and potential contingency plans. Each Division or Group Supervisor will have an opportunity to ask questions to clarify his or her assignment.

3. Discussion of Logistical Support Details

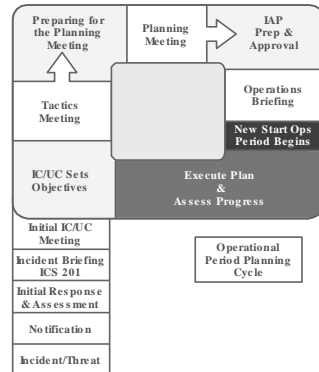
This item should include a review of transportation, communications, and medical plans, as well as plans for feeding and resting personnel.

4. Review of Safety Message

This item should cover the safety message and remind the Supervisors of the safety precautions that must be taken at the site.



Operational Period Briefing



- Supervisors conduct team briefings with their assigned resources in order to implement operational assignments.
- Operations Section Chief assesses the IAP implementation, incident objectives, strategies, and tactics prior to the next operational period.

Visual Description: Planning “P” with the next step: Execute Plan and Assess Progress highlighted.

Key Points

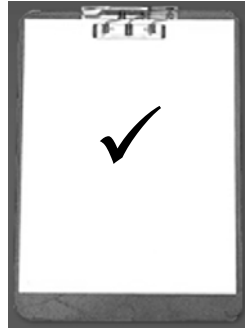
The next step in the incident planning process is to execute the plan and assess progress.

Note the following points:

- The Operations Section directs the implementation of the plan. The supervisory personnel within the Operations Section are responsible for implementation of the plan for the specific operational period.
- The plan is evaluated at various stages in its development and implementation:
 - First, all members of the Command and General Staffs review the final plan document and correct any discrepancies.
 - Next, during the implementation of the plan, all incident supervisors and managers must continually assess the effectiveness of the plan based upon the original measurable objectives for the operational period. This evaluation of the plan keeps responders on track and on task and ensures that the next operational period plan is based on a reasonable expectation of success of the current plan.
 - Finally, the Operations Section Chief may make the appropriate adjustments during the operational period to ensure that the objectives are met and effectiveness is assured.



Briefing Checklist



- ✓ Situation
- ✓ Mission/Execution
- ✓ Communications
- ✓ Service/Support
- ✓ Risk Management
- ✓ Questions or Concerns

Unit 5:
Planning Process

Visual 5.50

Visual Description: Briefing Checklist

Key Points

A briefing may contain the following points:

- Situation
- Mission/Execution
- Communications
- Service/Support
- Risk Management
- Questions or Concerns



Applied Exercise: Planning Process

Instructions: Working as a team:

1. Review the scenario update, scenario objectives, and tactical recommendations in your Student Manuals.
2. Discuss the hazard and strategy recommendations and select a course of action.
3. Based on the selected tactics, determine resource requirements. Complete the Operational Planning Worksheet (ICS 215) and Safety Analysis (ICS 215A).
4. Identify the ICS forms to be included in the IAP.
5. Outline the agenda for the operational briefing and be prepared to present your IAP as a concise 5-minute to 10-minute operational briefing. Be prepared to present in 60 minutes.

Unit 5:
Planning Process

Visual 5.51

Visual Description: Applied Exercise: Instructions

Key Points

Refer to the following exercise instructions:

Working as a team:

1. Review the scenario update, scenario objectives, and tactical recommendations in your Student Manuals.
2. Discuss the hazard and strategy recommendations and select a course of action.
3. Based on the selected tactics, determine resource requirements. Complete the Operational Planning Worksheet (ICS 215) and Safety Analysis (ICS 215A).
4. Identify the ICS forms to be included in the IAP.
5. Outline the agenda for the operational briefing. Select a spokesperson to present your IAP as a concise 5-minute to 10-minute operational briefing. Be prepared to present in 60 minutes.

Turn to the scenario materials beginning on page 5-74.



Applied Exercise: Scenario Update

After receiving the report from the technical specialists, command accepts the strategic recommendations made in the report, determines that additional resources are needed for evacuation, air monitoring, and scene security, and expands the evacuation area to 2.25 miles downwind (east) of the derailment.

Also, several media helicopters arrive in the area to film the incident and ongoing operations. Command determines that the operational period will be 12 hours.

Note: Refer to the Incident Briefing, ICS Form 201 developed in the previous unit!

Unit 5:
Planning Process

Visual 5.52

Visual Description: Applied Exercise: Scenario Update

Key Points



Jot down notes as you discuss the hazard and strategy recommendations and select a course of action with your team.



Applied Exercise: Incident Objectives

The next operational period will begin at 1800 tonight and end at 0600 August 5. Incident objectives for the next operational period include:

1. Provide for safety of responders and public.
2. Ensure appropriate level of PPE and decontamination.
3. Monitor downwind air to specifications established by Hazmat Team.
4. Maintain expanded outer perimeter. Admit no one without prior permission of the IC.
5. Relocate the ICP to an appropriate fixed site at least 2 miles upwind of the derailment. ICP should be operational no later than 1500.

Unit 5:
Planning Process

Visual 5.53

Visual Description: Applied Exercise: Incident Objectives

Key Points



Jot down notes as your team determines resource requirements.

Topic

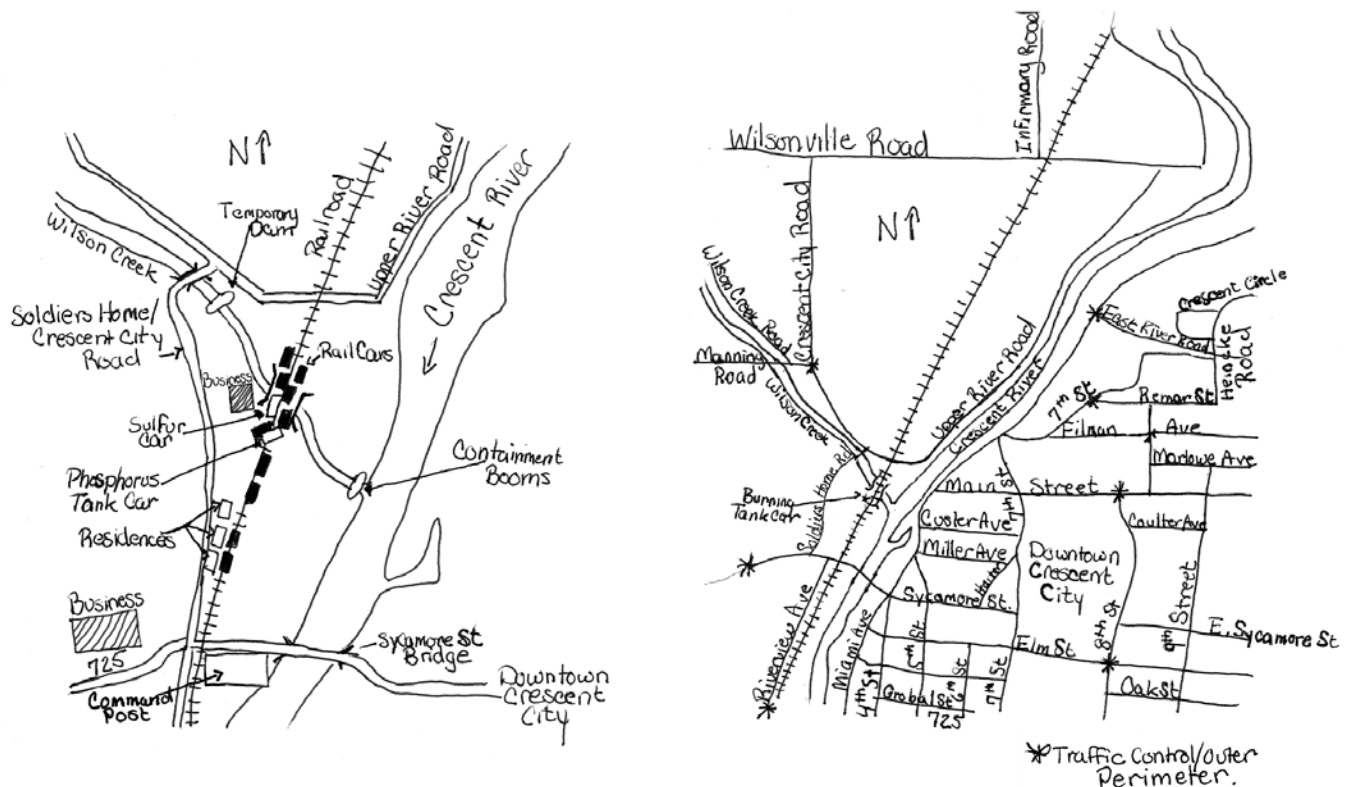
Scenario Materials (1 of 5)

Scenario Update

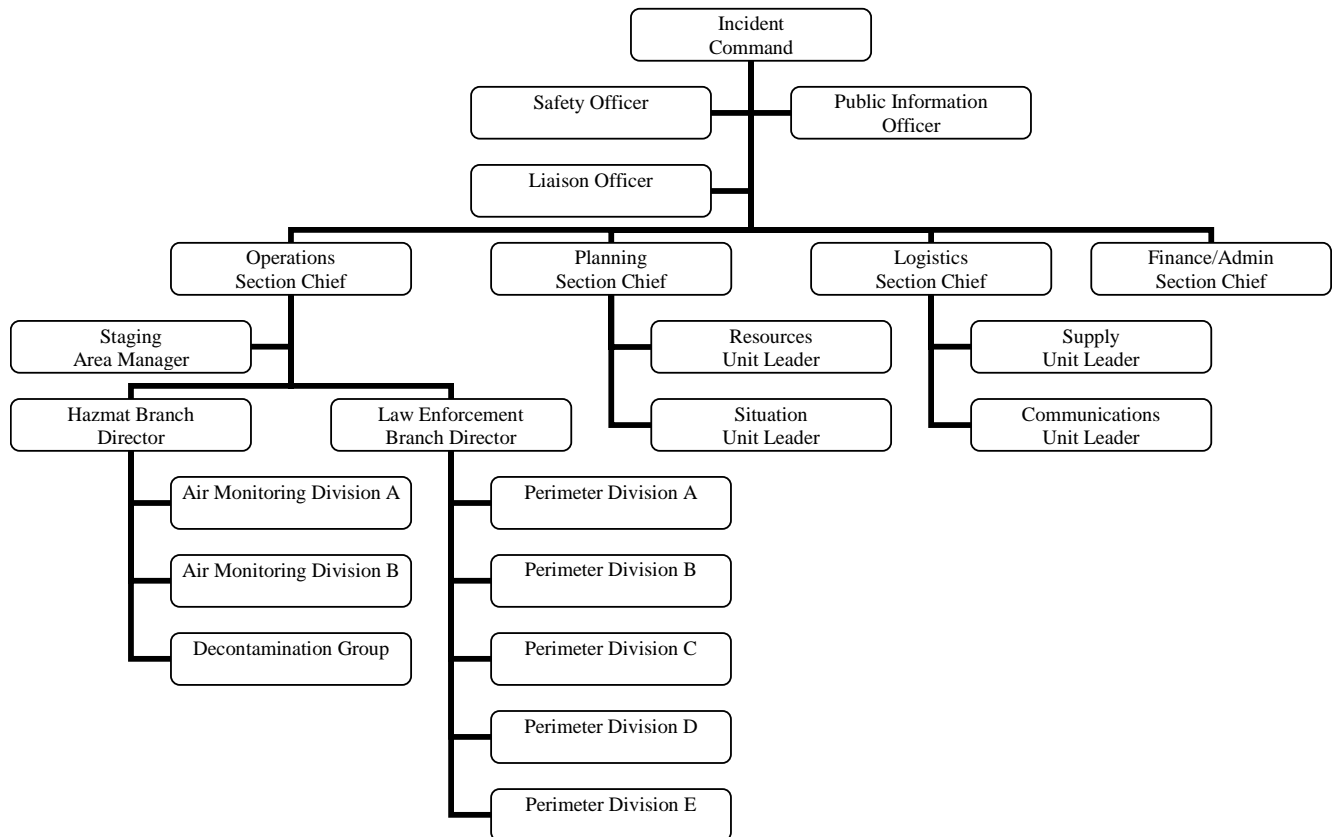
After receiving the report from the Technical Specialists, Command accepts the strategic recommendations made in the report; determines that additional resources are needed for evacuation, air monitoring, and scene security; and expands the evacuation area to 2.25 miles downwind (east) of the derailment. Also, several media helicopters arrive in the area to film the incident and ongoing operations. Command determines that the operational period will be 12 hours. The next operational period will begin at 1800 tonight and end at 0600 August 5. Incident objectives for the next operational period include:

1. Provide for safety of responders and public.
2. Ensure appropriate level of PPE and decontamination.
3. Monitor downwind air to specifications established by Hazmat Team.
4. Maintain expanded outer perimeter. Admit no one without prior permission of the IC.
5. Relocate the ICP to an appropriate fixed site at least 2 miles upwind of the derailment. ICP should be operational no later than 1500.

Incident Maps



Organizational Structure for the Next Incident Period



Resources Ordered After Initial Assessment

6. Resources Summary				
Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
8 police/marked vehicles			X	Outer perimeter (see map)
HazMat Team	CC/LC Hazmat 1		X	ICP
10-20 passenger buses			X	To staging/Evac Divs A & B
Engines (3)	ME 1,2,3		X	Evac Div A
Trucks (2)	MT 1,2		X	Evac Div A
Engines (3)	OF 1,2,3		X	Evac Div B
Trucks (2)	OTR 1, OTR 2		X	Evac Div B
Engine/master-stream	OF 4		X	Fog stream or plume

Resources

Resource	Kind	Number & Type
Crescent City Police	Patrol Car	4 marked units: M-1, M-2, M-3, and M-4 2 unmarked units: M-5 and M-6
Wilsonville Police	Patrol Car	4 marked units: P-1, P-2, P-3, and P-4
Liberty County Sheriff	Patrol Car	6 marked units: O-1, O-2, O-3, O-4, O-5, and O-6
State Police	Patrol Car	1 marked unit: SP-1 1 unmarked unit: SP-2
Crescent City Fire/Rescue	Engine Company Truck Company Rescue Company Heavy Rescue	3 companies: ME-1, ME-2, and ME-3 2 companies: MT-1 and MT-2 1 company: MR-1 MHR-1
Other Local Fire	Engine Company Truck Company Rescue Company	5 companies: OF-1, OF-2, OF-3, OF-4, and OF-5 3 companies: OTR-1, OTR-2, and OTR-3 1 company: OHR-1
Crescent City EMS	BLS ALS Medivac Off-duty Personnel (full time and volunteer)	3 units: MBLS-1, MBLS-2, and MBLS-3 2 units: MALS-1 and MALS-2 Lifelight 324CC Helicopter 33
Crescent City Public Works	Front-End Loaders Dump Trucks	3 4
Other Local EMS	BLS ALS	5 units: OBLS-1, OBLS-2, OBLS-3, OBLS-4, and OBLS-5 2 units: OALS-1 and OALS-2
Other Local Resources	Crescent City/Liberty County Regional Hazmat Team School Buses Electrical Utility Company Gas Company	1 12 2 4
Available through Mutual Aid with adjacent counties and their communities	Engine Company Truck Company Patrol Car County Dump Truck Front-End Loader Bulldozer Crime Scene Investigation County and State Engineer	6 4 12 5 2 2 1 unit 3

Additional Available Resources**National Guard:**

80 personnel
5 five-ton trucks
1 engineer unit with 8 personnel
2 heavy front-end loaders
1 bulldozer

Air Operations:

2 Black Hawk helicopters and support assets capable of basic medical transport
3 State Police helicopters, MEDIVAC equipped

State Police:

15 marked units
Hazardous Materials Response Team

Incident Communications

Crescent City and Liberty County have a shared 800 MHz radio system. Talk Groups include:

- Fire: Talk Groups 1, 2, 3
- Law Enforcement: Talk Groups 4, 5, 6
- EMS: Talk Groups 7, 8
- Regional Mutual Aid: Talk Groups 9, 10
- State Mutual Aid: Talk Group 11

The railroad company does not share a radio frequency or talk group with any of the above.

Crescent City General Hospital is 10 minutes flight time, 45 minutes driving time away from the incident. Operations has kept 1 ALS and 2 BLS ambulances in Staging.

Strategies/Tactics

The Technical Specialists have completed their research. Their report describes the hazards and lists five options:

Hazard Analysis: When burned in dry air, white phosphorus generates phosphoric anhydride (phosphoric acid) as a by-product of combustion. In addition to being corrosive to skin and tissue, exposure to phosphoric anhydride may cause severe gastrointestinal irritation, nausea, vomiting, and breathing difficulties.

Because the phosphorus car and the molten sulfur car are both breached, the resultant combined products of combustion are also of concern. These include phosphorus pentasulfide, which is readily converted in the presence of moisture, to hydrogen sulfide gas and phosphoric acid. Hydrogen sulfide is a rapid systemic poison that induces respiratory paralysis with consequent asphyxia at high concentrations. Serious health effects such as central nervous system distress, pulmonary edema, and gastrointestinal disturbances may be observed at lower concentrations. Samples indicate that the two products have combined.

In addition to the hazards presented by the sulfur and phosphorus, the tallow also presents an environmental problem. Tallow coats the gills of fish. Tallow has entered Wilson Creek, and dead fish are already present.

Strategic/Tactical Option	Analysis
1. Patch phosphorus tanker.	Not recommended. Tear is too extensive, success uncertain, and hazards to responders too great.
2. Foam phosphorus tanker.	Not recommended. Adequate amounts of foam will take 48-72 hours to arrive.
3. Bury tanker in wet sand or dirt.	Not recommended. Car cannot be moved safely without potential of catastrophic breach and release. Car is pre-1970 construction and predates additional safety regulations imposed at that time.
4. Continue current strategy.	Not recommended. Water supply is not adequate to provide enough water to control fire, and does nothing to promote resolution of the incident. In addition, more water will continue to erode the bridge abutment, and increase the contamination in Wilson Creek. Fog stream causes caustic by-products to form, endangering responders and the environment.
5. Conduct controlled burn-off until amount of phosphorus has been reduced to the point where car can be moved safely.	Recommended. Rate of burn will depend on surface area exposed to oxygen. At current rate of burn, estimated time to burn off remaining phosphorus is 36-48 hours. At current rate of burn and projected weather conditions, negative health effects are possible up to 2 miles downwind. Population in impact area: 3,000. Special considerations: City Hall, Police Department, and Fire Station 1/Administration buildings are within the 2-mile zone. Crescent City General Hospital is .25 miles outside the 2-mile zone. Custer Circle Assisted Living Center is within the 2-mile zone.



Jot down notes as the teams present their briefings.



Summary (1 of 3)

Are you now able to:

- Identify the importance of planning for incidents/events?
- Explain the differences between planning for incidents and events?
- Discuss major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan?
- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing?

Unit 5:
Planning Process

Visual 5.54

Visual Description: Summary (1 of 3)

Key Points

Are you now able to:

- Identify the importance of planning for incidents/events?
- Explain the differences between planning for incidents and events?
- Discuss major planning steps including logistical concerns, cost-benefit analysis, understanding the situation, developing and implementing the plan, and evaluating the plan?
- Explain the criteria for determining when the Incident Action Plan (IAP) should be prepared in writing?



Summary (2 of 3)

Are you now able to:

- Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management?
- Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting?
- Given a scenario, describe appropriate strategies and tactics to meet incident objectives?

Unit 5:
Planning Process

Visual 5.55

Visual Description: Summary (2 of 3)

Key Points

Are you now able to:

- Describe the role and use of ICS forms and supporting materials included in an IAP for effective incident/event management?
- Describe the strategy meeting, tactics meeting, planning meeting, operational period briefing, and team meeting?
- Given a scenario, describe appropriate strategies and tactics to meet incident objectives?



Summary (3 of 3)

Are you now able to:

- Conduct a tactics meeting and complete an ICS 215, Operational Planning Worksheet, and ICS 215A, Incident Safety Analysis, using the strategies and tactics from the scenario?
- Participate in a planning meeting using the planning process and develop a written IAP for an incident/event using the appropriate ICS forms and supporting materials?
- Using the IAP, conduct an operational period briefing?

Unit 5:
Planning Process

Visual 5.56

Visual Description: Summary (3 of 3)

Key Points

Are you now able to:

- Conduct a tactics meeting and complete an ICS 215, Operational Planning Worksheet, and ICS 215A, Incident Safety Analysis, using the strategies and tactics from the scenario?
- Participate in a planning meeting using the planning process and develop a written IAP for an incident/event using the appropriate ICS forms and supporting materials?
- Using the IAP, conduct an operational period briefing?

The next unit presents information on managing incident resources.

Unit 6: Incident Resource Management



Unit 6: Incident Resource Management



Visual Description: Unit Introduction

Key Points

This unit covers resource management considerations related to the use of tactical and support resources at an incident, including aviation resources.



Unit Objectives (1 of 2)

- Identify and describe basic principles of resource management.
- Identify the basic steps involved in managing incident resources.
- Identify key considerations associated with resource management and the reasons for each.
- Describe how ICS Form 215, Operational Planning Worksheet, is used to manage incident or event resources.
- Describe how ICS Form 215A, Safety Analysis, is used with the ICS Form 215 to mitigate hazards to tactical operations.

Unit 6:
Incident Resource Management

Visual 6.2

Visual Description: Unit Objectives

Key Points

By the end of this unit, you should be able to:

- Identify and describe basic principles of resource management.
- Identify the basic steps involved in managing incident resources.
- Identify key considerations associated with resource management and the reasons for each.
- Describe how ICS Form 215, Operational Planning Worksheet, is used to manage incident or event resources.
- Describe how ICS Form 215A, Safety Analysis, is used with the ICS Form 215 to mitigate hazards to tactical operations.



Unit Objectives (2 of 2)

- Identify the organizational elements at the incident that can order resources.
- Describe the differences between single-point and multipoint resource ordering and the reasons for each.
- Recognize agency-specific aviation policies and procedures as they relate to safety.
- Describe the importance of establishing proper span of control for aviation resources and facilities.

Unit 6:
Incident Resource Management

Visual 6.3

Visual Description: Unit Objectives (2 of 2)

Key Points

By the end of this unit, you should be able to:

- Identify the organizational elements at the incident that can order resources.
- Describe the differences between single-point and multipoint resource ordering and the reasons for each.
- Recognize agency-specific aviation policies and procedures as they relate to safety.
- Describe the importance of establishing proper span of control for aviation resources and facilities.



NIMS Resource Management Principles

- **Advance Planning**: Preparedness organizations should work together before an incident to develop plans for managing and using resources.
- **Resource Identification and Ordering**: Standard processes and methods to identify, order, mobilize, dispatch, and track resources should be used.
- **Resource Categorization**: Resources should be categorized by size, capacity, capability, skill, or other characteristics to make resource ordering and dispatch more efficient.
- **Use of Agreements**: Mutual aid agreements should be established for resource sharing.
- **Effective Management**: Validated practices should be used to perform key resource management tasks.

Unit 6:
Incident Resource Management

Visual 6.4

Visual Description: NIMS Resource Management Principles

Key Points

Resources must be organized, assigned, and directed to accomplish the incident objectives. Managing resources safely and effectively is the most important consideration at an incident.

The National Incident Management System (NIMS) includes the following principles related to resource management:

- **Advance Planning**: Preparedness organizations should work together before an incident to develop plans for managing and using resources.
- **Resource Identification and Ordering**: Standard processes and methods to identify, order, mobilize, dispatch, and track resources should be used.
- **Resource Categorization**: Resources should be categorized by size, capacity, capability, skill, or other characteristics to make resource ordering and dispatch more efficient.
- **Use of Agreements**: Mutual aid agreements should be established for resource sharing.
- **Effective Management**: Validated practices should be used to perform key resource management tasks.



Resource Management Practices

- **Safety:** Resource actions at all levels of the organization must be conducted in a safe manner.
- **Personnel Accountability:** All resources will be fully accounted for at all times.
- **Managerial Control:** Performance and adequacy of the current Incident Action Plan must be assessed and adjusted continually. Direction is always through the chain of command.
- **Adequate Reserves:** Adequate reserves must be maintained to meet anticipated demands.
- **Cost:** Objectives must be achieved through cost-effective strategy selection, and selection of the right kind, type, and quantity of resources.

Unit 6:
Incident Resource Management

Visual 6.5

Visual Description: Resource Management Practices

Key Points

Safety, personnel accountability, managerial control, adequate reserves, and cost are all key considerations that must be taken into account when managing incident resources.

Note the following key points:

- **Safety:** Resource actions at all levels of the organization must be conducted in a safe manner. This basic principle of resource management includes ensuring the safety of:
 - Responders to the incident;
 - Persons injured or threatened by the incident;
 - Volunteers assisting at the incident; and
 - News media and the general public who are on scene observing the incident.
- **Personnel Accountability:** All resources will be fully accounted for at all times. ICS provides a unity of command structure that allows supervisors at every level to know exactly who is assigned and where they are assigned. If the management process is followed, and the principles of ICS maintained, personnel accountability can be maintained at all times.
- **Managerial Control:** Performance and adequacy of the current Incident Action Plan must be assessed and adjusted continually. ICS has a built-in process that allows resource managers at all levels to constantly assess performance and the adequacy of current action plans. If necessary, strategies and actions used to achieve objectives can and must be modified at any time. Information exchange is encouraged across the organization. Direction is always through the chain of command.

- **Adequate Reserves:** Adequate reserves must be maintained to meet anticipated demands. Assignment of resources to the Incident Base, Camps, and Staging Areas provides the means to maintain adequate reserves. Reserves can always be increased or decreased in Staging Areas to meet anticipated demands.
- **Cost:** Objectives must be achieved through cost-effective strategy selection, and selection of the right kind, type, and quantity of resources. Incident-related costs must always be a major consideration.

The Incident Commander must ensure that objectives are being achieved through cost-effective strategy selection, and selection of the right kind and right number of resources.

The Finance/Administration Section's Cost Unit has the responsibility to:

- Obtain and record all cost information,
- Prepare incident cost summaries,
- Prepare resource use cost estimates for planning, and
- Make recommendations for cost savings.

The Cost Unit can assist the Incident Commander in ensuring a cost-effective approach to incident resource management, and should be activated on any large or prolonged incident.



Incident Resource Management Process

Establishment of Resource Needs

Resource Ordering

Resource Check-In Process and Tracking

Resource Utilization and Evaluation

Resource Demobilization

Unit 6:
Incident Resource Management

Visual 6.6

Visual Description: Incident Resource Management Process—Establishment of Resource Needs

Key Points

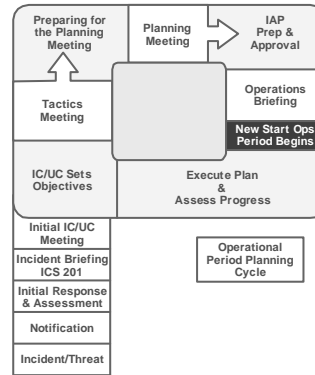
The incident resource management process consists of the following:

- Establishment of resource needs (kind/type/quantity)
- Resource ordering (actually getting what you need)
- Check-in process and tracking (knowing what resources you have and where they are)
- Resource utilization and evaluation (using the resources effectively)
- Resource demobilization (releasing resources that are no longer needed)



Resource Management & Planning Process

- Sound planning to determine resource needs is essential throughout the incident.
- Resource planning is particularly critical during the initial stages of an incident. Early planning mistakes may compound and complicate all further actions.



Unit 6:
Incident Resource Management

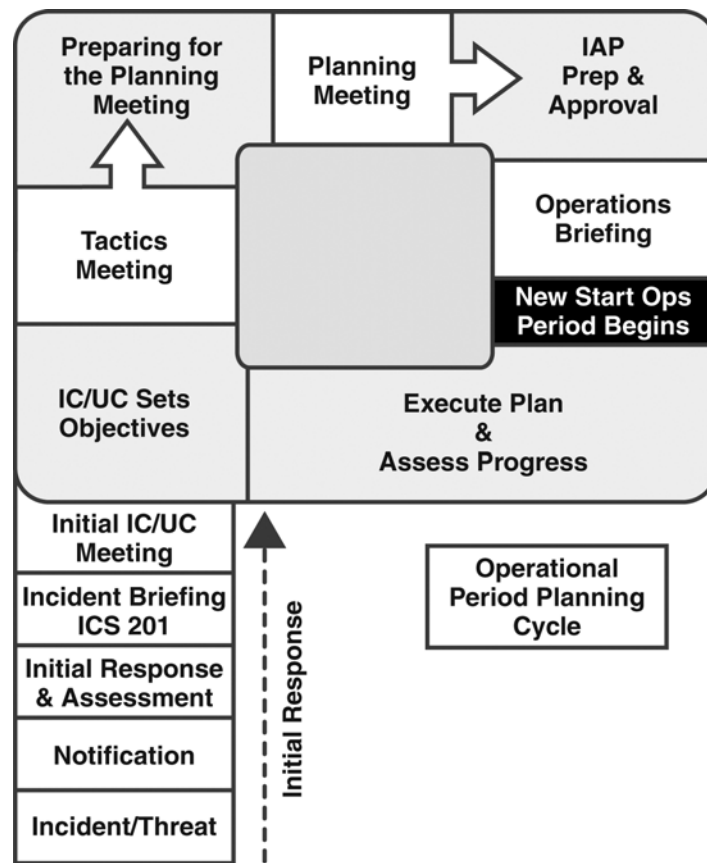
Visual 6.7

Visual Description: Resource Management & Planning Process

Key Points

Remember that the Planning “P” is used to illustrate the incident planning process, and resource management is part of that process.

- Sound planning to determine resource needs is essential throughout the incident.
- Resource planning is particularly critical during the initial stages of an incident. Early planning mistakes may compound and complicate all further actions.



Caption: The Planning "P" illustrates the incident planning process.

- The leg of the "P" describes the initial response period: Once the incident/threat begins, the steps are Notification, Initial Response & Assessment, Incident Briefing (ICS 201), and Initial Incident Commander (IC)/Unified Command (UC) Meeting.
- At the top of the leg of the "P" is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Sets Objectives, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.
- At this point a new operations period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins anew with IC/UC Sets Objectives, etc.

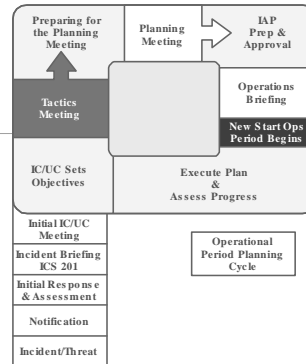
Resource needs are established based on the objectives and tactics.



Identifying Resource Needs: Tactics Meeting

The Operational Planning Worksheet (ICS Form 215) identifies the resources needed to achieve the incident objectives and tactics.

OPERATIONAL PLANNING WORKSHEET										INCIDENT NAME	
										Water Street	
A. DIVISION										B. INCIDENT	
C. LOCATION										D. INCIDENT	
E. WORK ASSIGNMENTS										F. INCIDENT	
G. INCIDENT										H. INCIDENT	
I. INCIDENT										J. INCIDENT	
K. INCIDENT										L. INCIDENT	
M. INCIDENT										N. INCIDENT	
O. INCIDENT										P. INCIDENT	
Q. INCIDENT										R. INCIDENT	
S. INCIDENT										T. INCIDENT	
U. INCIDENT										V. INCIDENT	
W. INCIDENT										X. INCIDENT	
Y. INCIDENT										Z. INCIDENT	
AA. INCIDENT										AB. INCIDENT	
AC. INCIDENT										AD. INCIDENT	
AE. INCIDENT										AF. INCIDENT	
AG. INCIDENT										AH. INCIDENT	
AI. INCIDENT										AJ. INCIDENT	
AK. INCIDENT										AL. INCIDENT	
AM. INCIDENT										AN. INCIDENT	
AO. INCIDENT										AP. INCIDENT	
AQ. INCIDENT										AR. INCIDENT	
AS. INCIDENT										AT. INCIDENT	
AU. INCIDENT										AV. INCIDENT	
AW. INCIDENT										AX. INCIDENT	
AY. INCIDENT										AZ. INCIDENT	
BA. INCIDENT										BB. INCIDENT	
BC. INCIDENT										BD. INCIDENT	
BE. INCIDENT										BF. INCIDENT	
BG. INCIDENT										BH. INCIDENT	
BI. INCIDENT										BJ. INCIDENT	
BK. INCIDENT										BL. INCIDENT	
BM. INCIDENT										BN. INCIDENT	
BO. INCIDENT										BP. INCIDENT	
BQ. INCIDENT										BR. INCIDENT	
BS. INCIDENT										BT. INCIDENT	
BU. INCIDENT										BV. INCIDENT	
BW. INCIDENT										BX. INCIDENT	
BY. INCIDENT										BZ. INCIDENT	
CA. INCIDENT										CB. INCIDENT	
CC. INCIDENT										CD. INCIDENT	
CE. INCIDENT										CF. INCIDENT	
CG. INCIDENT										CH. INCIDENT	
CI. INCIDENT										CJ. INCIDENT	
CK. INCIDENT										CL. INCIDENT	
CM. INCIDENT										CN. INCIDENT	
CO. INCIDENT										CP. INCIDENT	
CQ. INCIDENT										CR. INCIDENT	
CS. INCIDENT										CT. INCIDENT	
CU. INCIDENT										CV. INCIDENT	
CW. INCIDENT										CX. INCIDENT	
CY. INCIDENT										CZ. INCIDENT	
DA. INCIDENT										DB. INCIDENT	
DC. INCIDENT										DD. INCIDENT	
DE. INCIDENT										DF. INCIDENT	
DG. INCIDENT										DH. INCIDENT	
DI. INCIDENT										DJ. INCIDENT	
DK. INCIDENT										DL. INCIDENT	
DM. INCIDENT										DN. INCIDENT	
DO. INCIDENT										DP. INCIDENT	
DQ. INCIDENT										DR. INCIDENT	
DS. INCIDENT										DT. INCIDENT	
DU. INCIDENT										DV. INCIDENT	
DW. INCIDENT										DX. INCIDENT	
DY. INCIDENT										DZ. INCIDENT	
EA. INCIDENT										EB. INCIDENT	
EC. INCIDENT										ED. INCIDENT	
EE. INCIDENT										EF. INCIDENT	
EG. INCIDENT										EH. INCIDENT	
EI. INCIDENT										EJ. INCIDENT	
EK. INCIDENT										EL. INCIDENT	
EM. INCIDENT										EN. INCIDENT	
EO. INCIDENT										EP. INCIDENT	
EQ. INCIDENT										ER. INCIDENT	
ES. INCIDENT										ET. INCIDENT	
EU. INCIDENT										EV. INCIDENT	
EW. INCIDENT										EX. INCIDENT	
EY. INCIDENT										EZ. INCIDENT	
FA. INCIDENT										FB. INCIDENT	
FC. INCIDENT										FD. INCIDENT	
FE. INCIDENT										FF. INCIDENT	
FG. INCIDENT										FH. INCIDENT	
FI. INCIDENT										FJ. INCIDENT	
FK. INCIDENT										FL. INCIDENT	
FM. INCIDENT										FN. INCIDENT	
FO. INCIDENT										FP. INCIDENT	
FQ. INCIDENT										FR. INCIDENT	
FS. INCIDENT										FT. INCIDENT	
FU. INCIDENT										FV. INCIDENT	
FW. INCIDENT										FX. INCIDENT	
FY. INCIDENT										FZ. INCIDENT	
GA. INCIDENT										GB. INCIDENT	
GC. INCIDENT										GD. INCIDENT	
GE. INCIDENT										GF. INCIDENT	
GG. INCIDENT										GH. INCIDENT	
GI. INCIDENT										GJ. INCIDENT	
GK. INCIDENT										GL. INCIDENT	
GM. INCIDENT										GN. INCIDENT	
GO. INCIDENT										GP. INCIDENT	
GQ. INCIDENT										GR. INCIDENT	
GS. INCIDENT										GT. INCIDENT	
GU. INCIDENT										GV. INCIDENT	
GW. INCIDENT										GX. INCIDENT	
GY. INCIDENT										GZ. INCIDENT	
HA. INCIDENT										HB. INCIDENT	
HC. INCIDENT										HD. INCIDENT	
HE. INCIDENT										HF. INCIDENT	
HG. INCIDENT										HH. INCIDENT	
HI. INCIDENT										HJ. INCIDENT	
HK. INCIDENT										HL. INCIDENT	
HM. INCIDENT										HN. INCIDENT	
HO. INCIDENT										HP. INCIDENT	
HQ. INCIDENT										HR. INCIDENT	
HS. INCIDENT										HT. INCIDENT	
HU. INCIDENT										HV. INCIDENT	
HW. INCIDENT										HX. INCIDENT	
HY. INCIDENT										HZ. INCIDENT	
IA. INCIDENT										IB. INCIDENT	
IC. INCIDENT										ID. INCIDENT	
IE. INCIDENT										IF. INCIDENT	
IG. INCIDENT										IH. INCIDENT	
II. INCIDENT										IJ. INCIDENT	
IK. INCIDENT										IL. INCIDENT	
IM. INCIDENT										IN. INCIDENT	
IO. INCIDENT										IP. INCIDENT	
IQ. INCIDENT										IR. INCIDENT	
IS. INCIDENT										IT. INCIDENT	
IU. INCIDENT										IV. INCIDENT	
IW. INCIDENT										IX. INCIDENT	
IY. INCIDENT										IZ. INCIDENT	
JA. INCIDENT										JB. INCIDENT	
JC. INCIDENT										JD. INCIDENT	
JE. INCIDENT										JF. INCIDENT	
JG. INCIDENT										JH. INCIDENT	
JI. INCIDENT										JJ. INCIDENT	
JK. INCIDENT										JL. INCIDENT	
JM. INCIDENT										JN. INCIDENT	
JO. INCIDENT										JP. INCIDENT	
JQ. INCIDENT										JR. INCIDENT	
JS. INCIDENT										JT. INCIDENT	
JU. INCIDENT										JV. INCIDENT	
JW. INCIDENT										JX. INCIDENT	
JY. INCIDENT										JZ. INCIDENT	
KA. INCIDENT										KB. INCIDENT	
KC. INCIDENT										KD. INCIDENT	
KE. INCIDENT										KF. INCIDENT	
KG. INCIDENT										KH. INCIDENT	
KI. INCIDENT										KJ. INCIDENT	
KK. INCIDENT										KL. INCIDENT	
KM. INCIDENT										KN. INCIDENT	
KO. INCIDENT										KP. INCIDENT	
KQ. INCIDENT										KR. INCIDENT	
KS. INCIDENT										KT. INCIDENT	
KU. INCIDENT										KV. INCIDENT	
KW. INCIDENT										KX. INCIDENT	
KY. INCIDENT										KZ. INCIDENT	
LA. INCIDENT										LB. INCIDENT	
LC. INCIDENT										LD. INCIDENT	
LE. INCIDENT										LF. INCIDENT	
LG. INCIDENT										LH. INCIDENT	
LI. INCIDENT										LJ. INCIDENT	
LK. INCIDENT										LL. INCIDENT	
LM. INCIDENT										LN. INCIDENT	
LO. INCIDENT										LP. INCIDENT	
LQ. INCIDENT										LR. INCIDENT	
LS. INCIDENT										LT. INCIDENT	
LU. INCIDENT										LV. INCIDENT	
LW. INCIDENT										LX. INCIDENT	
LY. INCIDENT										LZ. INCIDENT	
MA. INCIDENT										MB. INCIDENT	
MC. INCIDENT										MD. INCIDENT	
ME. INCIDENT										MF. INCIDENT	
MG. INCIDENT										MH. INCIDENT	
MI. INCIDENT										MJ. INCIDENT	
MK. INCIDENT										ML. INCIDENT	
MM. INCIDENT										MN. INCIDENT	
MO. INCIDENT										MP. INCIDENT	
MQ. INCIDENT										MR. INCIDENT	
MS. INCIDENT										MT. INCIDENT	
MU. INCIDENT										MV. INCIDENT	
MW. INCIDENT										MX. INCIDENT	
MY. INCIDENT										MZ. INCIDENT	
NA. INCIDENT										NB. INCIDENT	
NC. INCIDENT										ND. INCIDENT	
NE. INCIDENT										NF. INCIDENT	
NG. INCIDENT										NH. INCIDENT	
NI. INCIDENT										NJ. INCIDENT	
NK. INCIDENT										NL. INCIDENT	
NM. INCIDENT										NN. INCIDENT	
NO. INCIDENT										NP. INCIDENT	
NQ. INCIDENT										NR. INCIDENT	
NS. INCIDENT										NT. INCIDENT	
NU. INCIDENT										NV. INCIDENT	
NW. INCIDENT										NX. INCIDENT	
NY. INCIDENT										NZ. INCIDENT	
OA. INCIDENT										OB. INCIDENT	
OC. INCIDENT										OD. INCIDENT	
OE. INCIDENT										OF. INCIDENT	
OG. INCIDENT										OH. INCIDENT	
OI. INCIDENT										OJ. INCIDENT	
OK. INCIDENT										OL. INCIDENT	
OM. INCIDENT										ON. INCIDENT	
OO. INCIDENT										OP. INCIDENT	
OQ. INCIDENT										OR. INCIDENT	
OS. INCIDENT										OT. INCIDENT	
OU. INCIDENT										OV. INCIDENT	
OW. INCIDENT										OX. INCIDENT	
OY. INCIDENT										OZ. INCIDENT	
PA. INCIDENT										PB. INCIDENT	
PC. INCIDENT										PD. INCIDENT	
PE. INCIDENT										PF. INCIDENT	
PG. INCIDENT										PH. INCIDENT	
PI. INCIDENT										PJ. INCIDENT	
PK. INCIDENT										PL. INCIDENT	
PM. INCIDENT										PN. INCIDENT	
PO. INCIDENT										PP. INCIDENT	
PQ. INCIDENT										PR. INCIDENT	
PS. INCIDENT										PT. INCIDENT	
PU. INCIDENT										PV. INCIDENT	
PW. INCIDENT										PX. INCIDENT	
PY. INCIDENT										PZ. INCIDENT	
QA. INCIDENT										QB. INCIDENT	
QC. INCIDENT										QD. INCIDENT	
QE. INCIDENT										QF. INCIDENT	
QG. INCIDENT										QH. INCIDENT	
QI. INCIDENT										QJ. INCIDENT	
QK. INCIDENT										QL. INCIDENT	
QM. INCIDENT										QN. INCIDENT	
QO. INCIDENT										QP. INCIDENT	
QQ. INCIDENT										QR. INCIDENT	
QS. INCIDENT										QT. INCIDENT	
QU. INCIDENT										QV. INCIDENT	
QW. INCIDENT										QX. INCIDENT	
QY. INCIDENT										QZ. INCIDENT	
RA. INCIDENT										RB. INCIDENT	
RC. INCIDENT										RD. INCIDENT	
RE. INCIDENT										RF. INCIDENT	
RG. INCIDENT										RH. INCIDENT	
RI. INCIDENT										RJ. INCIDENT	
RK. INCIDENT										RL. INCIDENT	
RM. INCIDENT										RN. INCIDENT	
RO. INCIDENT										RP. INCIDENT	
RQ. INCIDENT										RR. INCIDENT	
RS. INCIDENT										RT. INCIDENT	
RU. INCIDENT										RV. INCIDENT	
RW. INCIDENT										RX. INCIDENT	
RY. INCIDENT										RZ. INCIDENT	
SA. INCIDENT										SB. INCIDENT	
SC. INCIDENT										SD. INCIDENT	
SE. INCIDENT										SF. INCIDENT	
SG. INCIDENT										SH. INCIDENT	
SI. INCIDENT										SJ. INCIDENT	
SK. INCIDENT										SL. INCIDENT	
SM. INCIDENT										SN. INCIDENT	
SO. INCIDENT										SP. INCIDENT	
SQ. INCIDENT										SR. INCIDENT	
SS. INCIDENT										ST. INCIDENT	
SU. INCIDENT										SV. INCIDENT	
SW. INCIDENT										SX. INCIDENT	
SY. INCIDENT										SZ. INCIDENT	
TA. INCIDENT										TB. INCIDENT	
TC. INCIDENT										TD. INCIDENT	
TE. INCIDENT										TF. INCIDENT	
TG. INCIDENT										TH. INCIDENT	
TI. INCIDENT										TJ. INCIDENT	
TK. INCIDENT										TL. INCIDENT	
TM. INCIDENT										TN. INCIDENT	
TO. INCIDENT										TP. INCIDENT	
TQ. INCIDENT										TR. INCIDENT	
TS. INCIDENT										TT. INCIDENT	
TU. INCIDENT										TV. INCIDENT	
TW. INCIDENT										TX. INCIDENT	
TY. INCIDENT										TZ. INCIDENT	
UA. INCIDENT										UB. INCIDENT	
UC. INCIDENT										UD. INCIDENT	
UE. INCIDENT										UF. INCIDENT	
UG. INCIDENT										UH. INCIDENT	
UI. INCIDENT										UJ. INCIDENT	
UK. INCIDENT										UL. INCIDENT	
UM. INCIDENT										UN. INCIDENT	
UO. INCIDENT										UP. INCIDENT	
UQ. INCIDENT										UR. INCIDENT	
US. INCIDENT										UT. INCIDENT	
UU. INCIDENT										UV. INCIDENT	
UW. INCIDENT										UX. INCIDENT	
UY. INCIDENT										UZ. INCIDENT	
VA. INCIDENT										VB. INCIDENT	
VC. INCIDENT										VD. INCIDENT	
VE. INCIDENT										VF. INCIDENT	
VG. INCIDENT										VH. INCIDENT	
VI. INCIDENT										VJ. INCIDENT	
VK. INCIDENT										VL. INCIDENT	
VM. INCIDENT										VN. INCIDENT	
VO. INCIDENT										VP. INCIDENT	
VQ. INCIDENT										VR. INCIDENT	
VS. INCIDENT										VT. INCIDENT	
VU. INCIDENT										VV. INCIDENT	
VW. INCIDENT										VX. INCIDENT	
VY. INCIDENT										VZ. INCIDENT	
WA. INCIDENT										WB. INCIDENT	
WC. INCIDENT										WD. INCIDENT	
WE. INCIDENT										WF. INCIDENT	
WG. INCIDENT										WH. INCIDENT	
WI. INCIDENT										WJ. INCIDENT	
WK. INCIDENT										WL. INCIDENT	
WM. INCIDENT										WN. INCIDENT	
WO. INCIDENT										WP. INCIDENT	
WQ. INCIDENT										WR. INCIDENT	
WS. INCIDENT										WT. INCIDENT	
WU. INCIDENT										WV. INCIDENT	
WW. INCIDENT										WX. INCIDENT	
WY. INCIDENT										WZ. INCIDENT	
XA. INCIDENT										XB. INCIDENT	
XC. INCIDENT										XD. INCIDENT	
XE. INCIDENT										XF. INCIDENT	
XG. INCIDENT										XH. INCIDENT	
XI. INCIDENT										XJ. INCIDENT	
XK. INCIDENT										XL. INCIDENT	
XM. INCIDENT										XN. INCIDENT	
XO. INCIDENT										XP. INCIDENT	
XQ. INCIDENT										XR. INCIDENT	
XS. INCIDENT										XT. INCIDENT	
XU. INCIDENT										XV. INCIDENT	
XW. INCIDENT										XZ. INCIDENT	
YA. INCIDENT										YB. INCIDENT	
YC. INCIDENT										YD. INCIDENT	
YE. INCIDENT										YF. INCIDENT	
YG. INCIDENT										YH. INCIDENT	
YI. INCIDENT										YJ. INCIDENT	
YK. INCIDENT										YL. INCIDENT	
YM. INCIDENT										YN. INCIDENT	
YO. INCIDENT										YP. INCIDENT	
YQ. INCIDENT										YR. INCIDENT	
YS. INCIDENT										YT. INCIDENT	
YU. INCIDENT										YV. INCIDENT	
YW. INCIDENT										YZ. INCIDENT	
ZA. INCIDENT										ZB. INCIDENT	
ZC. INCIDENT										ZD. INCIDENT	
ZE. INCIDENT										ZF. INCIDENT	
ZG. INCIDENT										ZH. INCIDENT	
ZI. INCIDENT										ZJ. INCIDENT	
ZK. INCIDENT										ZL. INCIDENT	
ZM. INCIDENT										ZN. INCIDENT	
ZO. INCIDENT										ZP. INCIDENT	
ZQ. INCIDENT										ZR. INCIDENT	
ZS. INCIDENT										ZT. INCIDENT	
ZU. INCIDENT										ZV. INCIDENT	
ZW. INCIDENT										ZX. INCIDENT	
ZY. INCIDENT										ZZ. INCIDENT	



Unit 6:
Incident Resource Management

Visual 6.8

Visual Description: Identifying Resource Needs: Tactics Meeting

Key Points

The Operational Planning Worksheet, ICS Form 215, results from the tactics meeting and serves the following functions:

- Assists in establishing resource needs for an operational period.
- Communicates the decisions made during the tactics meeting.
- Provides information that is used for ordering resources for the incident.



OPERATIONAL PLANNING WORKSHEET

1. INCIDENT NAME
Winter Storm

4. DIVISION/ GROUP OR OTHER
5.

RESOURCE BY TYPE (SHOW STRIKE TEAM AS ST)

LOCATION	WORK ASSIGNMENTS		ENGINES				POLICE OFFICERS		SNOW PLOWS		SANDING TRUCKS			
			1	2	3	4	1	2	1	2	1	2	3	4
Parking Lot Group	Remove snow from EOC, Fire Stations, Police Dpt., and Hospital Parking Lots. See maps for snow pile location. 6" max. accumulation	Req Have Need								4				
Division A	Remove snow from all primary and secondary roads/streets in Div. Monitor all north/south roadways for drifting. 6" maximum accumulation	Req Have Need								3				
										1				
										2				

Kind/Type Resources

Resources Needed Next Operational Period

Visual Description: Operational Planning Worksheet (ICS Form 215)

Key Points

The Operational Planning Worksheet indicates the kind and type of resources needed to implement the recommended tactics to meet the incident objectives. Note that the number of resources onsite, ordered, and needed is indicated.

This worksheet is designed to help link incident objectives and resources needs. If a less formal planning process is used, the Incident Commander should still ensure that resource needs are based on incident objectives.



Review: Resource Kinds and Types

To ensure that responders get the right personnel and equipment, ICS resources are categorized by:

- **Kinds of Resources:** Describe what the resource is (for example: medic, firefighter, Planning Section Chief, helicopters, ambulances, combustible gas indicators, bulldozers).
- **Types of Resources:** Describe the size, capability, and staffing qualifications of a specific kind of resource.

Unit 6:
Incident Resource Management

Visual 6.10

Visual Description: Review: Resource Kinds and Types

Key Points

To ensure that responders get the right personnel and equipment, ICS resources are categorized by:

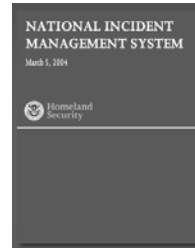
- **Kinds of Resources:** Describe what the resource is (for example: medic, firefighter, Planning Section Chief, helicopters, ambulances, combustible gas indicators, bulldozers).
- **Types of Resources:** Describe the size, capability, and staffing qualifications of a specific kind of resource.



Resource Typing Inventories

Developing inventories using resource typing allows emergency management personnel to:

- Identify, locate, request, order, and track resources effectively.
- Facilitate the response of these resources to the requesting jurisdiction.



See: www.fema.gov/nims

Unit 6:
Incident Resource Management

Visual 6.11

Visual Description: Resource Typing Inventories

Key Points

Note the following key points:

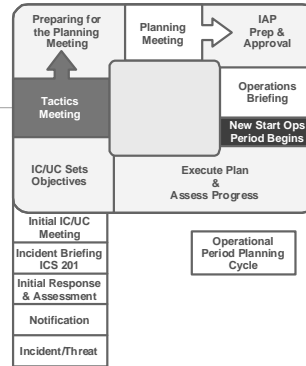
- Resource managers use various resource inventory systems to assess the availability of assets provided by public, private, and volunteer organizations. Preparedness organizations enter all resources available for deployment into resource tracking systems maintained at local, State, regional, and national levels. The data are then made available to dispatch/ordering centers, Emergency Operations Centers (EOCs), and multiagency coordination entities.
- Knowing the specific capabilities of the various kinds of resources helps planners decide the kind, type, and quantity of resource best suited to perform activities required by the Incident Action Plan.
- Ordering resources by type saves time, minimizes error, gives a clear indication of exactly what is needed, and reduces nonessential communications between the incident and the off-site order point.
- Knowing the type of tactical resource assigned enables managers to monitor for under-or-over-capability, and make changes accordingly. Careful monitoring of resource performance can lead to the use of smaller or less costly resources, which can result in increased work performance and reduced cost.
- The National Incident Management System (NIMS) is based on the need for standard definitions and practices. NIMS is promoting a national typing system that will provide responders with common definitions when ordering or receiving assets through mutual aid. Systems that do not conform to these common definitions are not compliant with NIMS.



Identifying Resource Needs: Safety Analysis

The Safety Analysis (ICS Form 215A) identifies mitigation measures to address safety hazards.

How could the Safety Analysis affect resources?



Unit 6:
Incident Resource Management

Visual 6.12

Visual Description: Identifying Resource Needs: Incident Safety Analysis

Key Points

The Incident Safety Analysis (ICS Form 215A) is used to:

- Identify, prioritize, and mitigate the hazards and risks of each incident work location by operational period.
- Identify hazardous tactics so that alternatives may be considered.
- Determine the safety implications for the types of resources required.

Answer the following question:



How could the Safety Analysis affect resources?



Incident Resource Management Process

Establishment of Resource Needs

Resource Ordering

Resource Check-In Process and Tracking

Resource Utilization and Evaluation

Resource Demobilization

Unit 6:
Incident Resource Management

Visual 6.13

Visual Description: Incident Resource Management Process—Resource Ordering

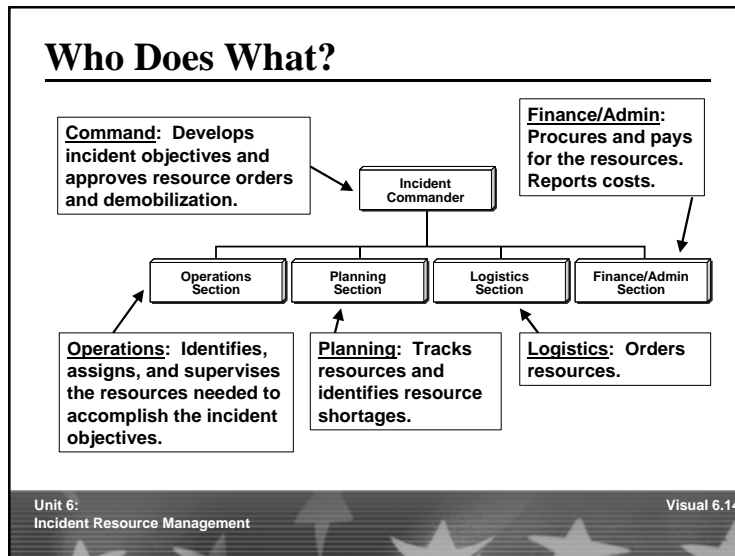
Key Points

Note the following about resource ordering:

- Usually, all incidents will have an initial commitment of resources assigned. Resources can include key supervisory personnel, often referred to as "overhead" (more correctly as "management"), and personnel and equipment assigned as tactical resources.
- The initial complement of resources may include only one or two additional units. If only a few resources are to be added, the Incident Briefing (ICS Form 201) can be used as documentation. The Incident Briefing form may serve as the vehicle for recording resources in most incidents. However, as incidents grow, it will be necessary to use some of the other ICS tools.
- As incidents grow in size and/or complexity, more tactical resources may be required and the Incident Commander may augment existing resources with additional personnel and equipment. As a consequence, a more formalized resource ordering process may be needed.



Who Does What?



Visual Description: Who Does What?

Key Points

Refer to the following list summarizing the resource ordering activities of the incident command organization:

- Command develops incident objectives and approves resource orders and demobilization.
- Operations identifies, assigns, and supervises the resources needed to accomplish the incident objectives.
- Planning tracks resources and identifies resource shortages.
- Logistics orders resources.
- Finance and Administration procures and pays for the resources and reports costs.



Authority To Order Resources



- **Approving Orders:** The Incident Commander approves all resource orders.



- **Placing Orders:** The Incident Commander, Logistics Section Chief, and Supply Unit Leader are authorized to place orders.



Unit 6:
Incident Resource Management

Visual 6.15

Visual Description: Authority To Order Resources

Key Points

Note the following points:

- Final approval for ordering additional resources, as well as releasing resources from an incident, is the responsibility of the Incident Commander.

Ordinarily, it is not efficient use of the Incident Commander's time to review and approve all resource orders for routine supplies (e.g., food) on a major incident. The Incident Commander may delegate approval of certain orders while reviewing and approving any nonroutine requests, especially if they are expensive, require outside agency participation, or have potential political ramifications.

- If the Logistics Section Chief position has been filled, then the Logistics Chief has the delegated authority to place the resource order after the order has been approved by the Incident Commander or his/her designee.

On larger incidents, where the Logistics Section contains a Supply Unit, the Supply Unit has the authority to place the approved resource order.

If the incident organization is small and General Staff positions have not been filled, then the Incident Commander will personally request the additional resources from the agency dispatch/ordering center.



Resource Ordering: Small Incidents



Incident Site

On smaller incidents, where only one jurisdiction or agency is primarily involved, the resource order is typically:

- Prepared at the incident, approved by the Incident Commander, and
- Transmitted from the incident to the jurisdiction or agency ordering point.

Unit 6:
Incident Resource Management

Visual 6.16

Visual Description: Resource Ordering: Small Incident

Key Points

During smaller incidents, where only one jurisdiction or agency is primarily involved, the resource order is typically prepared at the incident, approved by the Incident Commander, and transmitted from the incident to the jurisdiction or agency ordering point. Methods for placing orders may include:

- Voice (by telephone or radio)
- FAX
- Computer modem or digital display terminal

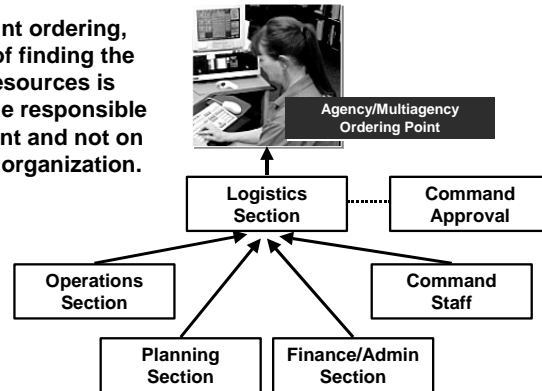
Note that resource ordering can be accomplished by:

- Single-point resource ordering.
- Multipoint resource ordering.



Single-Point Ordering

In single-point ordering, the burden of finding the requested resources is placed on the responsible ordering point and not on the incident organization.



Unit 6:
Incident Resource Management

Visual 6.17

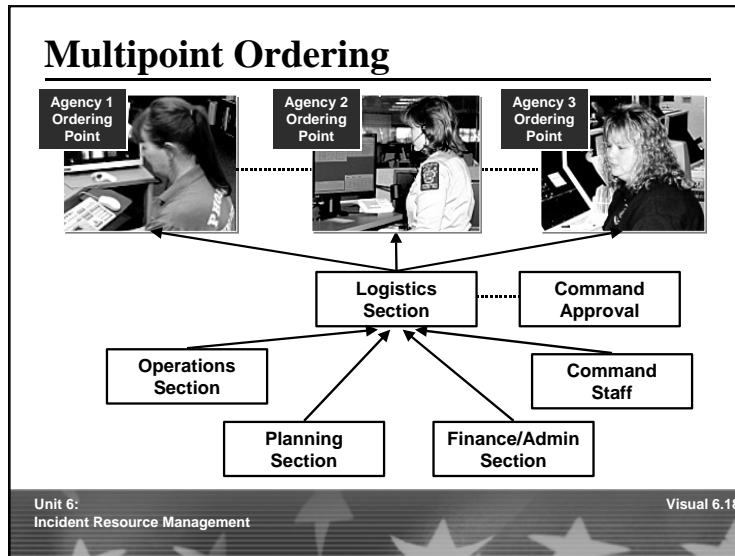
Visual Description: Single-Point Ordering

Key Points

Note the following points:

- The concept of single-point resource ordering is that the burden of finding the requested resources is placed on the responsible jurisdiction/agency dispatch/ordering center and not on the incident organization.
- Single-point resource ordering (i.e., ordering all resources through one dispatch/ordering center) is usually the preferred method. However, single-point resource ordering may not be feasible when:
 - The dispatch/ordering center becomes overloaded with other activity and is unable to handle new requests in a timely manner.
 - Assisting agencies at the incident have policies that require all resource orders be made through their respective dispatch/ordering centers.
 - Special situations relating to the order may necessitate that personnel at the incident discuss the details of the request directly with an off-site agency or private-sector provider.

Refer to the graphic on the visual. Note that if the Logistics Section is not activated, then the Incident Commander or designee would request resources.



Visual Description: Multipoint Ordering

Key Points

Note the following about multipoint ordering:

- Multipoint ordering is when the incident orders resources from several different ordering points and/or the private sector. Multipoint off-incident resource ordering should be done only when necessary.
- Multipoint ordering places a heavier load on incident personnel by requiring them to place orders through two or more ordering points. This method of ordering also requires tremendous coordination between and among ordering points, and increases the chances of lost or duplicated orders.

**Review: Single-Point vs. Multipoint Ordering**

What are the advantages
of single-point ordering?

Under what
circumstances would
you use multipoint
ordering?

Unit 6:
Incident Resource Management

Visual 6.19

Visual Description: Review: What are the advantages of single-point ordering? Under what circumstances would you use multipoint ordering?

Key Points

Answer the following questions:



What are the advantages of single-point ordering?



Under what circumstances would you use multipoint ordering?



Resource Orders: Information Elements

- Incident name
- Order and/or request number (if known or assigned)
- Date and time of order
- Quantity, kind, and type
- Special support needs (as appropriate)
- Reporting location (specific)
- Requested time of delivery (specific, immediate vs. planned, not ASAP)
- Radio frequency to be used
- Person/title placing request
- Callback phone number or radio designation



Unit 6:
Incident Resource Management

Visual 6.20

Visual Description: Resource Orders: Information Elements

Key Points

Although different formats may exist, every resource order should contain the following essential elements of information:

- Incident name
- Order and/or request number (if known or assigned)
- Date and time of order
- Quantity, kind, and type (Resources should be ordered by Task Forces or Strike Teams when appropriate. Include special support needs as appropriate.)
- Reporting location (specific)
- Requested time of delivery (specific, immediate vs. planned, not ASAP)
- Radio frequency to be used
- Person/title placing request
- Callback phone number or radio designation for clarifications or additional information



RESOURCE ORDER				INITIAL DATE/TIME		2. INCIDENT/PROJECT NAME				3. INCIDENT /PROJECT ORDER NUMBER				4. OFFICE REFERENCE NUMBER			
5. DESCRIPTIVE LOCATION/RESPONSE AREA						6. SEC.		TWN		RNG		Base MDM		8. INCIDENT BASEPHONE NUMBER			
7. MAP REFERENCE						9. JURISDICTION/AGENCY				10. ORDERING OFFICE							
11. AIRCRAFT INFORMATION						LAT.				LONG.							
BEARING		DISTANCE		BASE OR OMNI		AIR CONTACT		FREQUENCY		Ground Contact		FREQUENCY		RELOAD BASE		OTHER AIRCRAFT/HAZARDS	
12. Request Number						Ordered Date/Time		QTY		RESOURCE REQUESTED		Needed Date/Time		Deliver To		Agency ID	
13. ORDER RELAYED						Reg. No.		Date		Time		To/From		RELEASED Date		To	

Information Included on Resource Order Forms

- Sources or potential sources for the resource requests.
- Source for the responding resource.
- Identification of the responding resource (name, id number, transporting company, etc.).
- Estimated time of arrival.
- Requisition/order number.

Visual Description: Resource Order Forms

Key Points

On a more complex incident, resource order forms may be used. The following information is typically included on resource order forms:

- Sources or potential sources for the resource requests.
- Source for the responding resource.
- Identification of the responding resource (name, id number, transporting company, etc.).
- Estimated time of arrival.
- Requisition/order number.



Incident Resource Management Process

Establishment of Resource Needs

Resource Ordering

Resource Check-In Process and Tracking

Resource Utilization and Evaluation

Resource Demobilization

Unit 6:
Incident Resource Management

Visual 6.22

Visual Description: Incident Resource Management Process—Resource Check-In Process and Tracking

Key Points

The next section of the unit covers resource check-in and tracking.



Accounting for Responders

As responders arrive, they must be separated from spectators, volunteers, and victims by securing a perimeter around the incident.

The inner perimeter allows the organization to:

- Establish resource accountability.
- Control access.
- Ensure safety of the public.
- Establish a working environment for responders that is as safe and secure as possible.

Unit 6:
Incident Resource Management

Visual 6.23

Visual Description: Accounting for Responders

Key Points

Note the following points:

- As soon as the incident is discovered and reported, and often even before responders are dispatched, volunteers, victims, and spectators will converge at the scene. When responders arrive, they must separate first spectators, and then volunteers from victims, and secure a perimeter around the incident.
- This inner perimeter allows the organization to:
 - Establish resource accountability.
 - Control access.
 - Ensure safety of the public.
 - Establish a working environment for responders that is as safe and secure as possible.



Incident Security

Incident security requires:

- Distinguishing agency personnel who have been dispatched from those who self-dispatched.
- Identifying and credentialing (providing incident identification that allows access to the incident) officially dispatched mutual aid resources.
- Establishing controlled points of access for authorized personnel.



Unit 6:
Incident Resource Management

Visual 6.24

Visual Description: Incident Security

Key Points

Note the following points:

- As was evident on 9-11, force protection must be a primary consideration in an environment where responders may be a primary or secondary target.
- Incident security requires:
 - Distinguishing agency personnel who have been dispatched from those who self-dispatched.
 - Identifying and credentialing (providing incident identification that allows access to the incident) officially dispatched mutual aid resources.
 - Establishing controlled points of access for authorized personnel.



Check-In Process (1 of 2)

- The Resources Unit, Planning Section Chief, or Incident Commander establishes and oversees the check-in function.
- Check-in may be done at one of the following five incident locations:
 - Incident Base
 - Camp
 - Staging Area
 - Resources Unit (at the ICP)
 - Helibase



Unit 6:
Incident Resource Management

Visual 6.25

Visual Description: Check-In Process (1 of 2)

Key Points

The resource check-in process consists of the following:

- The Resources Unit will establish and conduct the check-in function at designated incident locations. If the Resources Unit has not been activated, the responsibility for ensuring check-in will be the Incident Commander or Planning Section Chief.
- There are five incident locations where check-in can be done:
 - Incident Base
 - Camp
 - Staging Area
 - Resources Unit at the Incident Command Post
 - Helibase

(Continued on next page.)



Check-In Process (2 of 2)

- **ICS Form 211, Check-in List, is used to document the check-in process.**
- **Check-in recorders report check-in information to the Resources Unit.**

[illegible]Unit 6:
Incident Resource Management

Visual 6.26

Visual Description: Check-In Process (2 of 2)

Key Points

Note the following key points:

- The ICS 211 is used for resource check-in.
- A Check-In Recorder will be assigned to each location where resources will check in. Check-in recorders must have an adequate supply of check-in forms and be briefed on the frequency for reporting check-in information to the Resources Unit.

A copy of the ICS 211 can be found on the next page.



Check-In Information

The following check-in information is used for tracking, resource assignment, and financial purposes:

- | | |
|---|---|
| ✓ Date and time of check-in | ✓ Crew Leader name and personnel manifest (for crews) |
| ✓ Name of the resource | ✓ Other qualifications |
| ✓ Home base | ✓ Travel method |
| ✓ Departure point | ✓ Mobilization authorization (if appropriate) |
| ✓ Order number and position filled (personnel only) | |

Unit 6:
Incident Resource Management

Visual 6.27

Visual Description: Check-In Information

Key Points

Note the following points:

- Limiting the number of check-in locations will greatly increase the reliability of resource information on the incident, thus improving future planning efforts.
- The following check-in information is used for tracking, resource assignment, and financial purposes:
 - Date and time of check-in
 - Name of the resource
 - Home base
 - Departure point
 - Order number and position filled (personnel only)
 - Crew Leader name and personnel manifest (for crews)
 - Other qualifications
 - Travel method
 - Mobilization authorization (if appropriate)



Tracking Resources: Responsibilities

Resource tracking responsibilities are shared as follows:

- **Planning Section** is responsible for tracking all resources assigned to the incident and their status (assigned, available, out of service).
- **Operations Section** is responsible for tracking the movement of resources within the Operations Section itself.

The overall status of incident resources including the movement of tactical resources into and out of the incident “hot zone” must be known.

Unit 6:
Incident Resource Management

Visual 6.28

Visual Description: Tracking Resources: Responsibilities

Key Points

Tracking resources efficiently while they are on the incident is essential for personnel safety, accountability, and fiscal control. Resource tracking responsibilities on the incident are shared between:

- **Planning Section**, which is responsible for tracking all resources assigned to the incident and their status (assigned, available, out of service), and
- **Operations Section**, which is responsible for tracking the movement of resources within the Operations Section itself.

The tracking system must account for the overall status of resources at the incident, as well as the movement of Operations personnel into and out of the incident “hot zone.” The more hazardous the tactics being implemented on the incident, the more important it is to maintain accurate resource status information.



Review: Tactical Resources Status



Assigned
Currently working on an assignment under the direction of a supervisor

Available
Ready for immediate assignment and has been issued all required equipment

Out-of-Service
Not available or ready to be assigned (e.g., maintenance issues, rest periods)

Unit 6:
Incident Resource Management

Visual 6.29

Visual Description: Check-In Information

Key Points

ICS classifies tactical resources into one of three categories based on their status. These categories include:

- **Assigned** - Currently working on an assignment under the direction of a supervisor
- **Available** - Ready for immediate assignment and has been issued all required equipment
- **Out-of-Service** - Not available or ready to be assigned (e.g., maintenance issues, rest periods)



Change of Resource Status

- Depending on the incident organization, changes in resource status may be made by the Incident Commander, Operations Section Chief, Division or Group Supervisor.
- Information about the status change that will last more than a few minutes must be communicated to Resources Unit or other appropriate element.



Unit 6:
Incident Resource Management

Visual 6.30

Visual Description: Change of Resource Status

Key Points

Note the following points:

- Resource status on an incident is maintained and changed by the supervisor who has the resources under assignment.
- During larger incidents a Resources Unit, if established, will also maintain status on all resources assigned to the incident. The Resources Unit will not on its own authority change the status of resources.
- All changes in status that last for more than a few minutes must be communicated to the appropriate organizational element. The individual who makes the status change is responsible for making sure the change is communicated to the person or unit responsible for maintaining overall resource status at the incident.
- Depending on the levels of activation within the incident organization, changes in resource status may be made by the Incident Commander, the Operations Section Chief, and the Division or Group Supervisor. Information about the status change will be passed to the Resources Unit of the Planning Section.
- Typically, the persons who can change status of resources on an incident could include:
 - Single resource boss.
 - A Task Force or Strike Team Leader.
 - A Division or Group Supervisor.
 - The Operations Section Chief or Incident Commander.



Resource Status-Keeping Systems

- Manual record keeping on ICS forms
- Card systems
- Magnetic symbols on maps or status boards
- Computer systems



Unit 6:
Incident Resource Management

Visual 6.31

Visual Description: Resource Status-Keeping Systems

Key Points

Note the following points:

- There are several status-keeping methods or systems that can be used to keep track of resources at incidents.
- Below are examples of systems. (Note that no single system is recommended.)
 - **Manual Record Keeping on Forms.** The following ICS forms can be used for resource tracking: the resources summary of the Incident Briefing (ICS Form 201), Check-In List (ICS Form 211), and Assignment List (ICS Form 204).
 - **Card Systems.** Several versions are available that allow for maintaining status of resources on cards. One of these systems has different colored T-shaped cards for each kind of resource. The cards are formatted to record various kinds of information about the resource. The cards are filed in racks by current location.
 - **Magnetic Symbols on Maps or Status Boards.** Symbols can be prepared in different shapes, sizes, and colors with space to add a resource designator. The symbols are placed on maps or on boards indicating locations designated to match the incident.
 - **Computer Systems.** A laptop computer can be used with a simple file management or spreadsheet program to maintain information on resources. These systems can be used to compile check-in information and then maintained to reflect current resource status.



Incident Resource Management Process

Establishment of Resource Needs

Resource Ordering

Resource Check-In Process and Tracking

Resource Utilization and Evaluation

Resource Demobilization

Unit 6:
Incident Resource Management

Visual 6.32

Visual Description: Incident Resource Management Process—Resource Utilization and Evaluation

Key Points

The next section of the unit covers resource utilization and evaluation.



Utilizing Resources

- Supervisory personnel direct, guide, monitor, and evaluate the efforts of subordinates toward attaining specific objectives.
- A designated supervisor or leader, whether they are tactical resources assigned to the Operations Section, or personnel assigned to support the overall operation, always directs resources.
- All positions have the delegated authority of the position.

Unit 6:
Incident Resource Management

Visual 6.33

Visual Description: Utilizing Resources

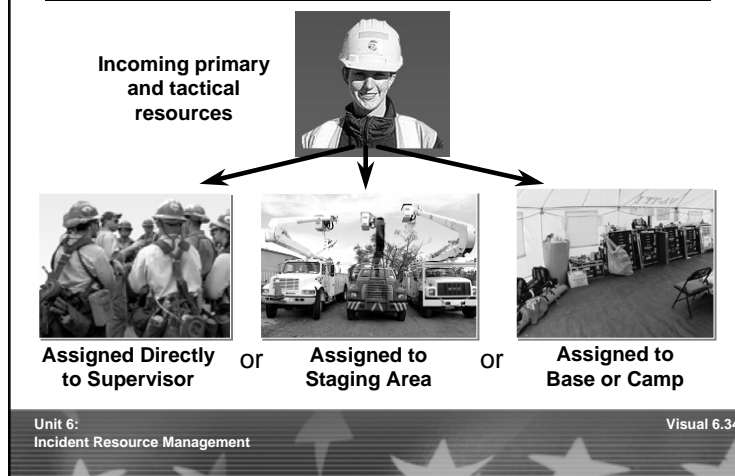
Key Points

Note the following key points:

- In the ICS, there is both a chain of command (the organization) and a unity of command (each person reports to only one supervisor). These two factors provide the basis for effective resource management and personnel accountability.
- Supervisory personnel direct, guide, monitor, and evaluate the efforts of subordinates toward attaining specific objectives.
- A designated supervisor or leader, whether they are tactical resources assigned to the Operations Section, or personnel assigned to support the overall operation, always directs resources.
- All positions have the delegated authority of the position.



Assignment of Resources



Visual Description: Assignment of Resources

Key Points

Incoming primary and tactical resources will initially be assigned to the following locations at the incident:

- Direct Assignment to Supervisor
- Assignment to Staging Area
- Assignment to Incident Base or Camp



Direct Assignment to Supervisor

- On fast-moving or rapidly expanding incidents, tactical resources may report immediately to Divisions or Groups.
- In direct assignments, tactical resources report in with a designated Supervisor.
- Formal check-in must take place when the resources are in the Staging Areas or are out-of-service.



Unit 6:
Incident Resource Management

Visual 6.35

Visual Description: Direct Assignment to Supervisors

Key Points

Note the following points:

- On fast moving or rapidly expanding incidents, tactical resources are often assigned to report immediately to Divisions or Groups to support the current Incident Action Plan. In these situations, the tactical resources must always report in with a designated Division or Group Supervisor (if assigned to a Single Resource, the tactical resource is reporting to his or her supervisor).
- Formal check-in will take place later after resources are placed in Staging Areas or are out-of-service.
- While a direct assignment to supervisors is often necessary to meet the demands of the incident, it is not the preferred way of handling incoming additional resources, especially if they have traveled long distances.



Discussion: Direct Assignments

**What are the
disadvantages of
tactical resources being
directly assigned to a
Division or Group?**

Unit 6:
Incident Resource Management

Visual 6.36

Visual Description: What are the disadvantages of tactical resources being directly assigned to a Division or Group?

Key Points

Answer the following question:



What are the disadvantages of tactical resources being directly assigned to a Division or Group?



Assignment to Staging Area

Assignments to Staging Areas occur when:

- Resources are to be assigned during the current operational period.
- Resources are needed to provide a reserve force for contingencies.
- Single resources need to be formed into Task Forces and/or Strike Teams prior to assignment.



Unit 6:
Incident Resource Management

Visual 6.37

Visual Description: Assignment to Staging Area

Key Points

Note the following points about assignment of resources to the Staging Area:

- Incoming tactical resources are assigned to Staging Areas and are on a 3-minute availability. Resources are sent in the Staging Area when they:
 - Will be assigned during the current operational period.
 - Are needed to provide a reserve force for contingencies.
 - Are single resources that need to be formed into Task Forces and/or Strike Teams prior to assignment.
- As part of the planning process, the Operations Section Chief will decide quantity, kind, and type of resources to be kept in Staging Areas. This decision is based on creating adequate reserves to meet expected contingencies.
- The number of resources in a Staging Area can change dramatically during an operational period. It can be, and often is, a dynamic and fluid situation, with resources leaving the Staging Area for active assignments and new resources arriving.
- The Staging Area Manager must maintain the status of resources in the Staging Area and inform the Operations Section Chief when minimum levels of resources are about to be reached.
- At times the Operations Section Chief will delegate the authority to place additional resource orders to maintain minimum levels to the Staging Area Manager. The Operations Section Chief will then determine if additional resources are to be ordered.



Staging Area Managers

The Operations Section Chief must brief the Staging Area Manager(s) about:

- Expected number, kind, and type of resources.
- Communications to be used.
- Minimum resource levels that should be maintained.
- Procedures for obtaining additional resources.
- Expected duration for use of the Staging Area.
- Procedures for obtaining logistical support.

Unit 6:
Incident Resource Management

Visual 6.38

Visual Description: Staging Area Managers

Key Points

The Operations Section Chief must brief the Staging Area Manager(s) on how the Staging Area should be managed. This briefing should include:

- Expected number, kind, and type of resources.
- Communications to be used.
- Minimum resource levels that should be maintained.
- Procedures for obtaining additional resources.
- Expected duration for use of the Staging Area.
- Procedures for obtaining logistical support.



Resources in Staging Areas

What are some concerns that the Operations Section Chief must be aware of if resources are in the Staging Area for long periods?

Unit 6:
Incident Resource Management

Visual 6.39

Visual Description: What are some concerns that the Operations Section Chief must be aware of if resources are in the Staging Area for long periods?

Key Points

Answer the following question:



What are some concerns that the Operations Section Chief must be aware of if resources are in the Staging Area for long periods?



Assignment to Base or Camp

- Often done when the tactical resources are not scheduled for use during the current operational period.
- For resources that have traveled some distance, being in an out-of-service status allows briefings and a rest period.



Unit 6:
Incident Resource Management

Visual 6.40

Visual Description: Assignment to Base or Camp

Key Points

Note the following points about assignment of resources to a Base or Camp:

- Assignment to the incident Base or Camp location is often done when the tactical resources are not scheduled for use during the current operational period.
- For resources that have traveled some distance, the assignment to the Base or Camps in an out-of-service status allows briefings and a rest period prior to taking on an active assignment in the next operational period.
- Personnel resources ordered to fill specific organizational assignments will report to their designated check-in location, which will usually be the Resources Unit at the Incident Command Post, the incident Base, or another designated facility.



Air Operations Branch

An Air Operations Branch can be established if:

- Tactical and logistical air support activity is needed.
- Helicopters and fixed-wing aircraft are involved within the incident airspace.
- Safety, environmental, weather, or temporary flight restriction issues arise.
- A helibase or several helispots are required.
- When required by agency policy and/or flight operations SOPs.
- The Incident Commander and/or Operations Section Chief are unfamiliar with aviation resources, their uses, and safety procedures.



Unit 6:
Incident Resource Management

Visual 6.41

Visual Description: Air Operations Branch

Key Points

Note the following points about establishment of the Air Operations Branch:

- As the incident grows in complexity, additional "layers" of supervision and coordination may be required to support effective and safe air operations. It is important to recognize that in Air Operations, like any other part of the ICS organization, it is only necessary to activate those parts of the organization that are required.
- When activated, the Air Operations Branch is responsible for managing all air operations at an incident. This includes both tactical and logistical operations. Prior to activation of the Air Operations Branch, management of aviation operations (including the use of aircraft for logistical support) is the responsibility of the Operations Section Chief or Incident Commander if the Operations Section Chief position has not been activated.
- It is not necessary to activate Air Operations positions if the function can be adequately managed at the Operations Section Chief level.
- An Air Operations Branch can be established if:
 - Tactical and logistical air support activity is needed at the incident.
 - Helicopters and fixed-wing aircraft are involved within the incident airspace.
 - Safety, environmental, weather, or temporary flight restriction issues become apparent.
 - A helibase or several helispots are required to support incident operations.
 - Agency policy and/or flight operations SOPs require it.
 - The Incident Commander and/or Operations Section Chief are unfamiliar with aviation resources, their uses, and safety protocols.



Aviation Operations

- Search and Rescue - Fixed-wing and helicopters for flying ground and water search patterns, high-angle and water rescues, and logistical support
- Medical Evacuation - Transportation of injured victims and personnel
- Earthquakes, Floods, etc. - Reconnaissance, situation and damage assessment, rescue, logistical support, etc.
- Law Enforcement - Reconnaissance, surveillance, direction, control, and transportation security
- Fire Control - Fixed-wing and helicopters for water and retardant drops, use of helicopters for transporting personnel to and from tactical assignments, for reconnaissance, and for logistical support
- Forest and Other Land Management Programs - Pest control programs
- Maritime Incidents - Hazardous materials spills, accidents, searches
- Other Applications - For example, communications relay airborne command and control, photo mapping, etc.

Unit 6:
Incident Resource Management

Visual 6.42

Visual Description: Aviation Operations

Key Points

An increasing number of incidents and events involve the use of aircraft in tactical assignments and/or providing logistical support. Some examples are:

- Search and Rescue – Fixed-wing and helicopters for flying ground and water search patterns, medical evacuations, and logistical support.
- Medical Evacuation – Transportation of injured victims and personnel.
- Earthquakes, Floods, etc. – Reconnaissance, situation and damage assessment, rescue, logistical support, etc.
- Law Enforcement – Reconnaissance, surveillance, direction, control, and transportation security.
- Fire Control – Fixed-wing and helicopters for water and retardant drops, use of helicopters for transporting personnel to and from tactical assignments, for reconnaissance, and logistical support.
- Forest and Other Land Management Programs – Pest control programs.
- Maritime Incidents – Hazardous materials spills, accidents, searches.
- Other Applications – Communications relay airborne command and control, photo mapping, etc.

Aviation operations at an incident may be very simple, consisting of only a helicopter working in a tactical operation or providing logistical support. On some incidents, air operations can become very complex, involving many helicopters, and/or a combination of helicopters and fixed-wing aircraft operating at the same time.

During large-scale search operations or a major wildland fire, an incident helibase may be established at or near the incident. Some incidents will also have one or more helispots designated.



Aviation Safety

**Does your agency have
aviation safety policies
and procedures?**

Unit 6:
Incident Resource Management

Visual 6.43

Visual Description: Does your agency have aviation safety policies and procedures?

Key Points

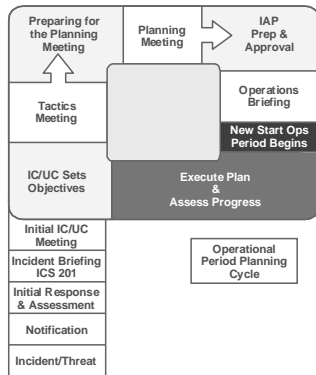
Answer the following question:



Does your agency have aviation safety policies and procedures?



Monitoring and Assessing Resources



Resource use is:

- Monitored on an ongoing basis.
- Assessed before objectives are set for the next operational period.

Unit 6:
Incident Resource Management

Visual 6.44

Visual Description: Monitoring and Assessment Resources

Key Points

Note the following on resource use.

- Resource use is:
 - Monitored on an ongoing basis.
 - Assessed before objectives are set for the next operational period.



Resource Evaluation

In addition to the ongoing resource assessment process, resources should be evaluated:

- On an ongoing basis as part of resource monitoring.
- At demobilization, upon the achievement of the assigned tactical objectives.
- During after-action reporting.



Unit 6:
Incident Resource Management

Visual 6.45

Visual Description: Resource Evaluation

Key Points

Evaluation of resource performance involves monitoring, evaluating, and adjusting the performance of the organization and its components to ensure that all efforts are directed toward achieving the specified objectives.

Resources should be evaluated:

- On an ongoing basis as part of resource monitoring.
- At demobilization, upon the achievement of the assigned tactical objectives.
- During after-action reporting.



Management Actions & Poor Performance

Typically, lack of motivation is not the reason for an ineffective response. Rather, the following management practices may be the underlying cause:

- Unrealistic or poorly defined incident objectives, strategies, or tactics.
- The wrong resource was allocated for the assignment.
- There are inadequate tactical resources, logistical support, or communications.
- The resource is not trained or properly equipped.
- Conflicting agency policies or procedures prevent the resource from carrying out the assignment.

Unit 6:
Incident Resource Management

Visual 6.46

Visual Description: Management Actions & Poor Performance

Key Points

Note the following key points:

- While some poor performance is due to the lack of motivation on the part of assigned personnel, it is more likely that management actions have produced or contributed to the problem.
- Management actions that may cause poor performance include:
 - Unrealistic or poorly defined incident objectives, strategies, or tactics.
 - The wrong resource was allocated.
 - There are inadequate tactical resources, logistical support, or communications.
 - The resource is not trained or equipped to carry out the assignment.
 - Conflicting agency policies or procedures prevent the resource from carrying out the assignment.
- Sometimes the reason for lack of performance can be identified and addressed at the incident. Other times it may be necessary to either change the objective or replace the resource and address the issue through the Liaison Officer and/or agency training and policy. Failure at the tactical level is likely to reflect a failure to appropriately manage the resource during the planning process.
- Evaluation needs to go on constantly and corrections made as necessary throughout the life of the incident.

**Activity: Improving Performance Effectiveness****Instructions:**

1. Working as a team, brainstorm techniques for improving the effectiveness of performance of tactical and support resources.
2. Select the top three techniques.
3. Record your work on chart paper.
4. Select a spokesperson and be prepared to present your work in 10 minutes.

Unit 6:
Incident Resource Management

Visual 6.47

Visual Description: Exercise: Troubleshooting Poor Performance

Key Points

Activity: The following activity will allow you to discuss techniques for improving performance effectiveness.

Instructions:

1. Working as a team, brainstorm techniques for improving the effectiveness of performance of tactical and support resources.
2. Select the top three techniques.
3. Record your work on chart paper.
4. Select a spokesperson and be prepared to present your work in 10 minutes.



Jot down notes as your team discusses techniques for improving the effectiveness of performance of tactical and support resources.



Incident Resource Management Process

Establishment of Resource Needs

Resource Ordering

Resource Check-In Process and Tracking

Resource Utilization and Evaluation

Resource Demobilization

Unit 6:
Incident Resource Management

Visual 6.48

Visual Description: Incident Resource Management Process—Resource Demobilization

Key Points

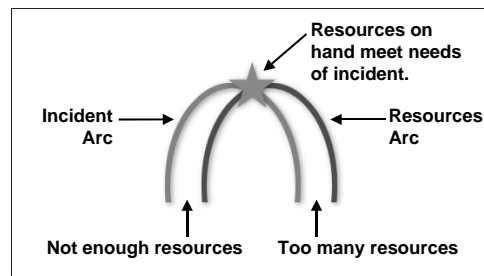
Note the following about resource demobilization:

- At all times during an incident, the Incident Commander and General and Command Staff members must determine when assigned resources are no longer required to meet incident objectives.
- Demobilization is the process of releasing resources that are no longer required.



Evaluating Resources Needs

Initially, the incident may build faster than resources can arrive. Eventually, the sufficient resources arrive and begin to control the incident. As the incident declines, resources then exceed incident needs.



Unit 6:
Incident Resource Management

Visual 6.49

Visual Description: Resource Demobilization

Key Points

Refer to the chart on the visual and note the following points:

- On every incident, resource needs follow a predictable arc compared to the arc followed by the incident itself.
- Initially, the incident may build faster than resources can arrive. Eventually, the sufficient resources arrive and begin to control the incident. As the incident declines, resources then exceed incident needs.



Resource Demobilization

- Excess resources must be released in a timely manner to reduce costs, and to "free them up" for reassignments.
- On larger incidents, demobilization planning should begin almost immediately.
- Demobilizing generally begins with the tactical resources assigned to the Operations Section. After tactical resources are released, support resources can also be reduced.



Unit 6:
Incident Resource Management

Visual 6.50

Visual Description: Resource Demobilization

Key Points

Present the following points:

- Excess resources must be released in a timely manner to reduce incident-related costs and to "free up" resources for other assignments.
- On larger incidents, the planning for demobilization should begin almost immediately and certainly well in advance of when demobilization actually takes place.
- The process of demobilizing resources generally begins at the Operations Section level, where the need for continued tactical resources will be determined.
- When tactical resources are no longer needed, other parts of the organization can also be reduced.



Demobilization Plan

A demobilization plan should contain five essential parts:

- General Information (guidelines)
- Responsibilities
- Release Priorities
- Release Procedures
- Directory (maps, phone listings, etc.)

Unit 6:
Incident Resource Management

Visual 6.51

Visual Description: Demobilization Plan

Key Points

A demobilization plan should contain five essential parts:

- General Information (guidelines)
- Responsibilities
- Release Priorities
- Release Procedures
- Directory (maps, phone listings, etc.)



Applied Exercise: Resource Management

Instructions: Working as a team:

1. Review the Operational Planning Worksheet (ICS Form 215) and Safety Analysis (ICS Form 215A) completed in the previous unit.
2. Determine how resources will be ordered (single point or multipoint) for this incident.
3. Identify the top challenges and strategies for managing resources during this incident.
4. Describe the method for evaluating resource effectiveness.
5. Select a spokesperson and be prepared to present your work in 30 minutes.

Unit 6:
Incident Resource Management

Visual 6.52

Visual Description: Exercise Instructions

Key Points

Work as a team and complete the following steps:

1. Review the Operational Planning Worksheet (ICS Form 215) and Safety Analysis (ICS Form 215A) completed in the previous unit.
2. Determine how resources will be ordered (single point or multipoint) for this incident.
3. Identify the top challenges and strategies for managing resources during this incident.
4. Describe the method for evaluating resource effectiveness.
5. Select a spokesperson and be prepared to present your work in 30 minutes.



Summary (1 of 2)

Are you now able to:

- Identify and describe basic principles of resource management?
- Identify the basic steps involved in managing incident resources?
- Identify key considerations associated with resource management and the reasons for each?
- Describe how ICS Form 215, Operational Planning Worksheet, is used to manage incident or event resources?

Unit 6:
Incident Resource Management

Visual 6.53

Visual Description: Summary (1 of 2)

Key Points

Are you now able to:

- Identify and describe basic principles of resource management?
- Identify key considerations associated with resource management and the reasons for each?
- Identify the basic steps involved in managing incident resources?
- Describe how ICS Form 215, Operational Planning Worksheet, is used to manage incident or event resources?



Summary (2 of 2)

Are you now able to:

- Describe how ICS Form 215A, Safety Analysis, is used with the ICS Form 215 to mitigate hazards to tactical operations?
- Identify the organizational elements at the incident that can order resources?
- Describe the differences between single-point and multipoint resource ordering and the reasons for each?
- Recognize agency-specific aviation policies and procedures as they relate to safety?
- Describe the importance of establishing proper span of control for aviation resources and facilities?

Unit 6:
Incident Resource Management

Visual 6.54

Visual Description: Summary (2 of 2)

Key Points

Are you now able to:

- Describe how ICS Form 215A, Safety Analysis, is used with the ICS Form 215 to mitigate hazards to tactical operations?
- Identify the organizational elements at the incident that can order resources?
- Describe the differences between single-point and multipoint resource ordering and the reasons for each?
- Recognize agency-specific aviation policies and procedures as they relate to safety?
- Describe the importance of establishing proper span of control for aviation resources and facilities?

**Your Notes**

Unit 7: Demobilization, Transfer of Command, and Closeout



Unit 7: Demobilization, Transfer of Command, and Closeout



Visual Description: Unit Introduction

Key Points

Note the following points:

- All incidents eventually draw to a close. How the incident is downsized and closed out is an important part of incident management.
- This unit focuses on the demobilization process, transfer of command, and incident closeout.

Topic

Unit Objectives

**Unit Objectives (1 of 2)**

- Describe the importance of demobilization planning.
- Identify the impact of agency-specific policies, procedures, and agreements upon demobilization planning.
- Identify the ICS titles of personnel who have responsibilities in developing and implementing the demobilization plan and list their duties.
- List the major sections in a demobilization plan.

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.2

Visual Description: Unit Objectives (1 of 2)

Key Points

By the end of this unit, you should be able to:

- Describe the importance of demobilization planning.
- Identify the impact of agency-specific policies, procedures, and agreements upon demobilization planning.
- Identify the ICS titles of personnel who have responsibilities in developing and implementing the demobilization plan and list their duties.
- List the major sections in a demobilization plan.



Unit Objectives (2 of 2)

- Identify the need for transfer of command or closeout.
- Identify the process involved in a closeout meeting.

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.3

Visual Description: Unit Objectives (2 of 2)

Key Points

By the end of this unit, you should be able to:

- Identify the need for transfer of command or closeout.
- Identify the process involved in a closeout meeting.



Demobilization

- Release and return of resources that are no longer required for the support of an incident/event.
- The release and return of resources may occur during an incident/event or after the incident/event is over.



Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.4

Visual Description: Demobilization

Key Points

Note the following points:

- Demobilization involves the release and return of resources that are no longer required for the support of an incident/event.
- The release and return of resources may occur during an incident/event or after the incident/event is over.

Refer to the job aid on the next page for additional information on anticipating the workload involved in planning for demobilization.

Job Aid: Demobilization Planning Considerations

After the incident is controlled, and tactical resources are beginning to be released, the incident management organization should begin to monitor the number of support and management staff that are assigned. Below are some typical workload considerations to consider when planning for demobilization.

Position	Demobilization Considerations
Public Information Officer	Press interest may taper off toward the end of the incident, especially when tactics turn from life-safety to clean-up. As the incident demobilizes, the need for interagency coordination of information may also decline. While it is important that the press continue to have a contact at the incident, it may be possible for the Public Information Officer to scale back operations.
Safety Officer	As the number of tactical operations at an incident decrease, the demand on the Safety Officer will also decline. However, some incidents require post-incident debriefings that will require the input of the Safety Officer. While the workload may level out, it may remain until the end of the incident.
Liaison Officer	As Cooperating and Assisting Agency resources are demobilized, the Liaison Officer's job will become less complex. The Liaison Officer is also likely to be involved in interagency post-incident review activities that may require continued presence at the incident and involvement after final demobilization.
Operations Section	The Operations Section Chief should be able to reduce support staff such as Deputies and Staging Area Managers as the Operations Section is demobilized.
Planning Section	In the Planning Section, the later workload falls on the Demobilization and Documentation Units. The Demobilization Unit will develop the Demobilization Plan and monitor its implementation. The Documentation Unit will package all incident documentation for archiving with the responsible agency or jurisdiction. Both of these processes are finished late in the incident.
Logistics Section	The Supply Unit and the Facilities Unit play major roles as the incident winds down. The Facilities Unit will need to demobilize the incident facilities, such as the command post and incident base. The Supply Unit must collect, inventory, and arrange to refurbish, rehabilitate, or replace resources depleted, lost, or damaged at the incident.
Finance and Administration Section	Many of the activities of the Finance and Administration Section continue well after the rest of the organization has been demobilized. Much of the paperwork needed to document an incident is completed during or after demobilization.



Demobilization Challenges

**What challenges
are related to
demobilization?**

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.5

Visual Description: What challenges are related to demobilization?

Key Points

Answer the following question:



What challenges are related to demobilization?



Demobilization Planning Benefits

Demobilization planning helps to:

- Eliminate waste.
- Eliminate potential fiscal and legal impacts.
- Ensure a controlled, safe, efficient, and cost-effective release process.



Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.6

Visual Description: Demobilization Planning Benefits

Key Points

Demobilization planning helps to:

- Eliminate waste.
- Eliminate potential fiscal and legal impacts.
- Ensure a controlled, safe, efficient, and cost-effective release process.



Agency Policies and Procedures

Demobilization policies and procedures depend on the size of the incident and may involve:

- Fiscal/legal policies and procedures.
- Work rules.
- Special license requirements.
- Other requirements.



Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.7

Visual Description: Agency Policies and Procedures

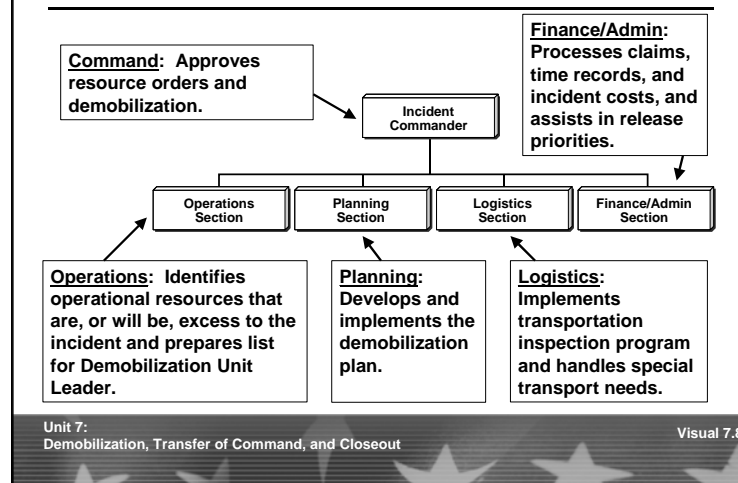
Key Points

Note the following points:

- On smaller incidents, resources are released to finish shifts or work periods. Demobilization planning is obscure and rests with the Incident Commander and typical agency protocols. But on longer duration incidents, resources may have worked in excess of agreed-upon work schedules or may have traveled well out of their jurisdiction. The Finance/Administration Section may require documentation prior to outside agencies departing the incident.
- In some cases, a priority of release may be necessary if all resources cannot be processed for release at the same general time. Agency policy or work rules may impact this priority. There may be local, regional, or national guidance on release priorities for incident resources.
- Agency policies, procedures, and agreements must be considered by the incident management prior to releasing resources. For example, if the drivers of large vehicles carry special licenses (commercial rating, for example), they may be affected by State and Federal Government regulations for the amount of rest required before a driver can get back on the road.
- Some agencies may require that the vehicle be inspected by incident personnel for damage caused by use on the incident and that damage claims be properly documented, etc. If an injury occurred while on the incident, worker's compensation laws may apply and documentation must be completed in a timely manner.



Who Does What?



Visual Description: Who Does What?

Key Points

The primary roles of the Incident Commander and the Sections in demobilization planning include:

- **Incident Commander:** Approves resource orders and demobilization.
- **Operations Section:** Identifies operational resources that are, or will be, excess to the incident and prepares list for Demobilization Unit Leader.
- **Planning Section:** Develops and implements the demobilization plan.
- **Logistics Section:** Implements transportation inspection program and handles special transport needs.
- **Finance/Administration Section:** Processes claims, time records, and incident costs, and assists in release priorities.

Topic

Demobilization

**Demobilization Plan: Information Needs**

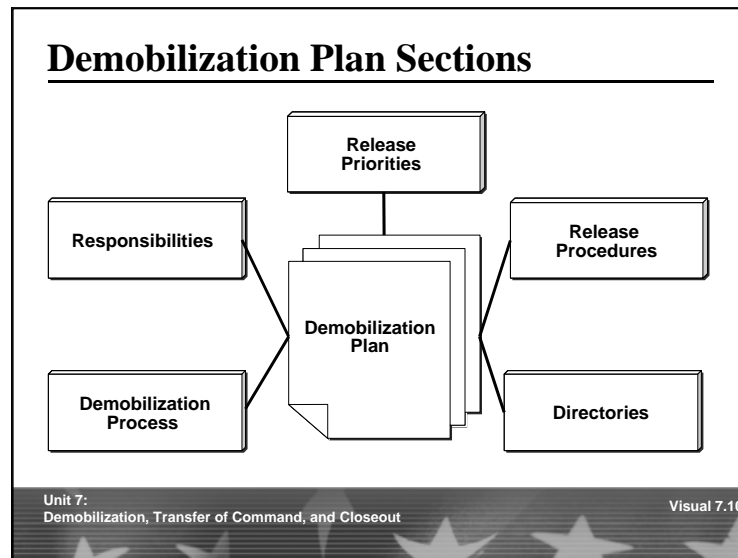
What Information Is Needed?	Who Provides?
Excess resources; release priorities	All Supervisors and Managers
Plan development; resource information; demobilization process	Planning Section
Continuing needs for tactical resources	Operations Section
Transportation availability; communications; maintenance	Logistics Section
Claims, time records, and costs of individual resources that are a factor in release	Finance/Admin Section
Agreements regarding other agency resources	Liaison Officer
Physical condition of personnel; physical needs; adequacy of transportation	Safety Officer
Return and reassignment of resources	Agency Dispatch/Ordering Centers

Visual Description: Demobilization Plan: Information Needs

Key Points

The ICS titles of personnel who have responsibilities in demobilization planning include:

- **All Incident Supervisors and Managers:** Identify excess resources and provide list and priorities to the Demobilization Unit.
- **Planning Section:** Coordinate the development of the demobilization plan. The Demobilization Unit Leader develops the specific, individual plan document and outline of the process. The Resource Unit Leader assists the Demobilization Unit Leader in determining total resources assigned, home units, length of assignment, and travel needs.
- **Operations Section:** Identifies continuing needs for operational resources and those that are, or will be, excess to the incident, and prepares the list for the Demobilization Unit Leader.
- **Logistics Section:** Handles special transportation and communications needs and implements vehicle inspection program.
- **Finance/Administration Section:** Processes claims, time records, and incident costs, and helps determine release priorities.
- **Liaison Officer:** Identifies terms of agreements with assisting agencies in regard to release of the resources and special needs.
- **Safety Officer:** Considers physical condition of personnel and ensures that supervisors assess their subordinates' ability to travel.
- **Agency Dispatch Centers and Ordering Points:** Provide information for reassignment of released resources to other incidents.



Visual Description: Demobilization Plan Sections

Key Points

The demobilization plan should contain the following sections:

- General information about the demobilization process.
- Responsibilities for implementation of the demobilization plan.
- General release priorities.
- Specific release procedures.
- Directories (maps, telephone listings, etc.).

Demobilization planning can be quite complex on large multiagency incidents. Training and experience will help ensure that personnel with demobilization planning responsibilities perform their jobs accurately.

SAMPLE DEMOBILIZATION PLAN (Page 1 of 5)
NORTH SMITHMAN INCIDENT

Prepared by	_____	_____
	Planning Section Chief	Date
Approved by	_____	_____
	Logistics Section Chief	Date
Approved by	_____	_____
	Operations Section Chief	Date
Approved by	_____	_____
	Finance Section Chief	Date
Approved by	_____	_____
	Supervisor-Expanded Dispatch	Date
Approved by	_____	_____
	Incident Commander	Date
Approved by	_____	_____
	Area Commander	Date

SAMPLE DEMOBILIZATION PLAN (Page 2 of 5)

The Demobilization Plan contains five (5) sections:

1. General Information
2. Responsibilities
3. Release Priorities
4. Release Procedures
5. Travel Information

1. GENERAL INFORMATION

The demobilization process at the North Smithman Incident will require coordination with the Area Command Team and the Expanded Dispatch function. Pueblo Area Command has directed that normal demobilization procedures will be utilized in the area. All resources with their own transportation must meet rest/work guidelines prior to driving.

All releases from the Smithman Incident will be initiated in the Demob Unit after Incident Commander (IC) approval. The size and location of the Incident Base lends itself to the holding of surplus equipment and personnel during the time it takes to process all of the releases in a safe and efficient manner. No resources are to leave the Incident until authorized to do so. At this time, no off-Incident Demob Center will be activated. The Logistics Section will provide for all necessary transportation of released personnel and equipment. The Demob Unit will arrange for any needed flight arrangements through Expanded Dispatch.

The following are general guidelines to be followed for resources that are leaving the Incident.

- A. No person will be released without having a minimum of eight (8) hours rest, unless specifically approved by the IC.
- B. All Federal resources must be able to arrive at their home base prior to 2200 (10 PM). Other agencies and cooperators must meet individual agency regulations pertaining to rest and travel.
- C. All Party Chiefs, Crew Supervisors, and Strike Team Leaders will be thoroughly briefed prior to leaving the Incident. Briefing to include: 1. method of travel, 2. passengers (if any), 3. destination, 4. ETD Camp/ETA home base, and 5. transportation arrangements.

All personnel returning home on commercial aircraft will be showered and wear clean clothing.

To prevent delays and work overloads, Logistics and Finance will be notified as soon as possible when surplus resources are to be Demobed. (Demob will try to advise the two Units 24 hours in advance.) Notification of Incident personnel will be by posting of "Tentative Releases" 12 hours in advance. Crew Supervisors may also be paged when the Demob process is to begin.

If applicable, all oversize vehicles (e.g., transports) MUST have appropriate permits to comply with State vehicle codes.

SAMPLE DEMOBILIZATION PLAN (Page 3 of 5)

Performance Ratings are required for:

- Trainees
- Outstanding performance
- Deficient performance
- By personal request

All firefighting apparatus, rental equipment, and crew transport will have a vehicle inspection (Safety Check) at Ground Support prior to returning to their home unit or new assignment location. Pickups, sedans, and vans will also have a safety check by the Ground Support Unit before departing the incident base.

2. RESPONSIBILITIES

Functional heads (i.e., Section Chiefs and Unit Leaders) are responsible for determining resources surplus to their needs and submitting lists to the Demob Unit Leader.

The Demob Unit Leader is responsible for:

- Compiling "Tentative" and "Final" Release sheets. (Any Incident-formed Strike Teams and Task Forces must be disbanded before IC approval and release from the Incident.)
- Making all notifications to Incident and off-Incident personnel regarding tentative and final releases (includes Tanker and Helibases).
- Making sure that all signatures are obtained on the Demob Checkout form.
- Monitoring the Demob process and making any adjustments in the process.

The Incident Commander is responsible for:

- Establishing the release priorities through consultation with Area Command.
- Reviewing and approving all tentative release lists.

The Logistics Section Chief is responsible for ensuring through:

- Facilities—that all sleeping and work areas are cleaned up before personnel are released.
- Supply—that all non-expendable property items are returned or accounted for prior to release.
- Ground Support—that there will be adequate ground transportation during the release process and that vehicles are inspected.
- Communications—that all radios have been returned or are accounted for.
- Food Unit—that there will be adequate meals for those being released and for those remaining in camp.

SAMPLE DEMOBILIZATION PLAN (Page 4 of 5)

The Finance Section Chief is responsible for:

- Completion of all time and equipment reports for released personnel.
- Notification(s) for any ADO payoff(s).

The Planning Section Chief is responsible for managing duration of assignment policy for the Incident Commander.

Expanded Dispatch is responsible for:

- Reviewing tentative releases and notifying the Demob Unit Leader with release approvals, reassignments, and air travel information.
- Coordinating with the Rocky Mountain Coordination Center.

3. RELEASE PRIORITIES

The following release priorities have been established by the Area Command Team:

1. Initial attack or local cooperators
2. Type 1 Crews
3. Non-local engines, crews, and overhead
4. Other local resources

Crews from other Regions will be grouped for demob when possible. Emergency situations will arise and will be handled expeditiously. Clearance for emergency demob is to be approved by the appropriate Section Chief, IC, or Agency Representative.

4. RELEASE PROCEDURES

Critical resources will be identified on the Daily Incident Commander/Area Commander conference calls. These resources will be listed in the Area Command Action Plan and these resources cannot be released from the incident without Area Command approval.

All resources requiring airline travel must be submitted to Expanded Dispatch 36 hours in advance of planned travel. All other resource surpluses should be forwarded to Expanded Dispatch 24 hours in advance of planned release. Demob will also give Ground Support lead time to arrange for ground transportation for crews and individuals needing transportation.

Functional heads will identify surpluses within their units and submit a list (or lists) to the Demob Unit Leader in the Planning Section. The Demob Unit will combine lists and form a "Tentative Release" list to be submitted to the IC for review and approval. Demob will work with the Resources Unit so that the resource status board can be kept up to date.

SAMPLE DEMOBILIZATION PLAN (Page 5 of 5)

After IC approval, Demob will notify Expanded Dispatch of the tentative releases for their concurrence. When concurrence is obtained from Expanded Dispatch, the Demob Unit Leader will:

- Prepare transportation manifests.
- Notify personnel to be released.
- Give crew leaders or individuals the final release form and briefing.

Crew leaders or individuals will take the Demob checkout form to:

- Communications Unit Leader (if radio equipment has been issued)
- Facilities Unit Leader (to be sure sleeping area is clean)
- Supply Cache (to return all non-expendable property)
- Ground Support (for vehicle inspections)
- Finance (for time)
- Demob (last stop for final departure times and documentation)

The Demob Unit will:

- Notify the Resources Unit so that "T" card information is complete.
- Notify Expanded Dispatch of ETD, ETA, destination, and travel arrangements.
- Collect and send all Demob paperwork to the Documentation Unit.

5. TRAVEL INFORMATION

All resources will meet work/rest requirements prior to being released from the incident. Crews traveling on commercial aircraft will be given time to shower and dress in clean clothes. Any heavy or oversize equipment **MUST** have appropriate permits and follow any limitations on the movement of their equipment on public highways. All resources will meet any agency-specific requirements on hours of travel per day or other restrictions concerned with travel. Incident Demob will notify Expanded Dispatch when a resource is released, so the home Forest/Agency can be advised with an ETA. It will then be up to the sending Forest/Agency to keep track of released resources and report back if there are any problems or if more information is needed.

Incident Phone Numbers

North Smithman Demob: 720-XXX-6975

Expanded Dispatch: 719 – XXX - 3738

Individual resources are to notify either the North Smithman Incident or Expanded Dispatch at the above numbers and their home unit dispatcher if significant delays occur in route to their next destination.

Topic

Activity: Reviewing the Demobilization Plan

**Activity: Reviewing the Demobilization Plan**

Instructions: Working as a team:

1. Review the sample demobilization plan for the Yorktown Incident found in your Student Manuals.
2. Next, determine whether the five elements required for a demobilization plan are adequately addressed in the sample.
3. Record your work on chart paper as follows:

Strengths	Areas for Improvement

4. Select a spokesperson and be prepared to present your work in 10 minutes.

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.11

Visual Description: Activity: Reviewing the Demobilization Plan

Key Points

Ask the participants to work in teams to complete the following activities:

1. Review the sample demobilization plan for the Yorktown Incident found on the next two pages.
2. Next, determine whether the five elements required for a demobilization plan are adequately addressed in the sample.
3. Record your work on chart paper as shown on the visual (Strengths and Areas for Improvement).
4. Select a spokesperson and be prepared to present your work in 10 minutes.

Sample Demobilization Plan
Yorktown Incident (Page 1 of 2)

General Information

- No incident resources will be demobilized until authorized.
- Logistics Section Chief will provide transportation to final destination, if required.
- Personnel being released from the incident will be required a minimum 4 hours rest prior to demobilization. *Any delineation from the required rest will be at the discretion of the Incident Commander.*
- Plans Section Chief will brief all unit leaders on the Demobilization Plan

Responsibilities

- Each section chief will identify excess resources on a daily basis by 1800 hours each day.
- Plans Section Chief will advise the IC of excess resources daily.
- The incident Commander will approve the release of those resources.
- The Logistics Section Chief will arrange transportation, if necessary.
- Each unit leader is responsible for calling the Yorktown ICP upon arrival at final destination (*see directory*).
- The Resource Unit Leader will provide a recorder to the Demob Unit

Release Priority

- USCG helicopter and crew will be demobilized first, if possible
- Any other USCG elements
- Any East or Central based NPS crews
- West Coast crews
- Any other NPS resources

Release Procedures

- Plans Section Chief or Demob Unit will prepare manifests and notify personnel to be released
- Plans Section Chief will provide ICS 221 (*Demobilization Checkout*) with copy of transportation manifest and briefing on travel arrangements
- Inform unit leaders that they will go through the following:
 - Logistics Section Chief to turn in expendable and non-expendable equipment
 - Time Recorder to ensure all time is turned in
 - Sign affidavit to certify that no undocumented injuries have occurred
 - Documentation Unit to turn in all logs (ICS-214), evaluations, and completed ICS-221

Sample Demobilization Plan
Yorktown Incident (Page 2 of 2)

Directory

YC ICP	907-838-2691
YC Helibase	907-638-2294
NPS Dispatch, GB	907-884-2411
USCG HQ, Juneau	907-744-4522



Stabilizing or De-Escalating Incidents

When an incident stabilizes or de-escalates:

- Incident management is returned to the original level of incident command.
- A transfer of command occurs.



Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.12

Visual Description: Stabilizing or De-Escalating Incidents

Key Points

Note the following points:

- As the incident stabilizes or comes to a close, the management of the incident will be returned to the original level of incident command (local fire officer or law enforcement officer).
- In this case, a regular transfer of command should occur.



Review: Transfer of Command

Let's review . . .

What steps must the incoming Incident Commander take before assuming command?



Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.13

Visual Description: Review: Transfer of Command

Key Points

Answer the following question:



What steps must the incoming Incident Commander take before assuming command?



Steps in Assuming Command

- Assess situation with current Incident Commander.
- Receive briefing from current Incident Commander and document the transfer.
- Determine appropriate time for transfer of command.
- Notify others of change in incident command.
- Assign current Incident Commander to another position in the incident organization.

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.14

Visual Description: Steps in Assuming Command

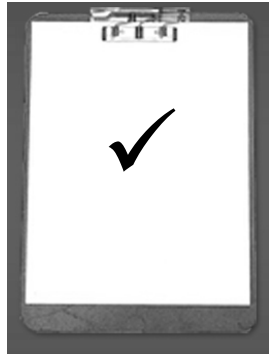
Key Points

The steps involved in assuming command include:

- Assess the situation with the current Incident Commander.
- Receive a briefing from the current Incident Commander.
- Determine an appropriate time for the transfer of command and document the transfer.
- Notify others of the change in incident command.
- Assign the current Incident Commander to another position in the incident organization.



Briefing Checklist



- ✓ Situation and Prognosis
- ✓ Resources Remaining and Status
- ✓ Areas of Concern (political, community interest, etc.)
- ✓ Logistical Support Needed or Retained
- ✓ Turnover of Appropriate Incident Documentation

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.15

Visual Description: Briefing Checklist

Key Points

The briefing of the receiving Incident Commander should contain the following information:

- Current situation and prognosis
- Resources remaining and their status
- Particular areas of concern (political, community interest, etc.)
- Logistical support needed or retained
- Turnover of appropriate incident documentation



Incident Command and Closeout

The Incident Commander will stay with the incident until its absolute conclusion and the “closing out.”



Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.16

Visual Description: Incident Command and Closeout

Key Points

Note the following points:

- The Incident Commander will stay with the incident until its absolute conclusion and the “closing out” of the incident.
- To facilitate this final closeout, a formal meeting should take place with the agency officials and staff.



Agency Briefing

The agency officials and staff receive a closeout briefing with the following information:

- Incident summary
- Major events that may have lasting ramifications
- Documentation, including components that are not finalized
- Opportunity for the agency officials to bring up concerns
- Final evaluation of incident management by the agency executive/officials

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.17

Visual Description: Agency Briefing

Key Points

The agency officials and staff receive a closeout briefing that provides the following information:

- Incident summary
- Discussion of major events within the incident that may have lasting ramifications
- Turn over of appropriate incident documentation, to include components that are not finalized
- Allowing an opportunity for the agency officials to bring up concerns prior to the incident ending
- A final evaluation of incident management by the agency executive/officials



Describe a situation when it would be important to conduct an Agency Briefing.



Preparing the Agency Briefing

- Planning Section Chief prepares an agenda and accompanying handouts.
- Incident Commander approves the agenda.



Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.18

Visual Description: Preparing the Agency Briefing

Key Points

Note the following points:

- The Planning Section Chief should develop an agenda and accompanying handouts.
- The Incident Commander approves the agenda.
- Minutes should be taken and provided to all parties.



Team Closeout Meeting

- Incident Management Teams or other teams may hold a closeout meeting to discuss team performance.
- These meetings may result in a “lessons learned” summary report.



Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.19

Visual Description: Team Closeout Meeting

Key Points

Note the following points:

- In some cases, teams will have a closeout meeting either prior to or after the agency briefing to discuss team performance and future enhancements to their performance.
- These meetings are usually facilitated by the Planning Section Chief and result in a “lessons learned” listing.



Applied Exercise: Instructions

Instructions: Working as a team:

1. Review the information you developed in all of the previous Crescent City scenario exercises and the scenario update.
2. Write a demobilization plan using the five elements described in this unit.
3. Develop a detailed agenda for a closeout briefing to be presented to the Mayor of Crescent City and the Liberty County Commissioners.
4. Develop a detailed Transfer of Command briefing to be delivered to the Incident Commander who will supervise the cleanup. The incoming Incident Commander is an employee of the contract clean-up company, so your briefing should include any issues associated with delegation of authority.
5. Select a spokesperson and be prepared to present your work in 45 minutes.

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.20

Visual Description: Applied Exercise: Instructions

Key Points

The continuation of the Crescent City train derailment exercise provides an opportunity to apply the learning points from this unit.

Work as a team to complete the following activities:

1. Review the information you developed in all of the previous Crescent City scenario exercises and the scenario update.
2. Write a demobilization plan using the five elements described in this unit.
3. Develop a detailed agenda for a closeout briefing to be presented to the Mayor of Crescent City and the Liberty County Commissioners.
4. Develop a detailed Transfer of Command briefing to be delivered to the Incident Commander who will supervise the cleanup. The incoming Incident Commander is an employee of the contract clean-up company, so your briefing should include any issues associated with delegation of authority.
5. Select a spokesperson and be prepared to present your work in 45 minutes.



Applied Exercise: Scenario Update

- It has been 48 hours since the controlled burn off has begun.
- Enough phosphorus has burned off that it is now safe to move the tank cars involved in the derailment.
- The outer perimeter has been released.
- Evacuees have been allowed to return, and businesses to reopen.
- The National Transportation Safety Board (NTSB) has completed its on-scene investigations.
- Incident Command determines that the incident priorities will now be re-structured to focus on debris removal and cleanup rather than response.

See the additional information in your Student Manual.

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.21

Visual Description: Applied Exercise: Scenario Update

Key Points

Review the scenario update on the next page.

Topic

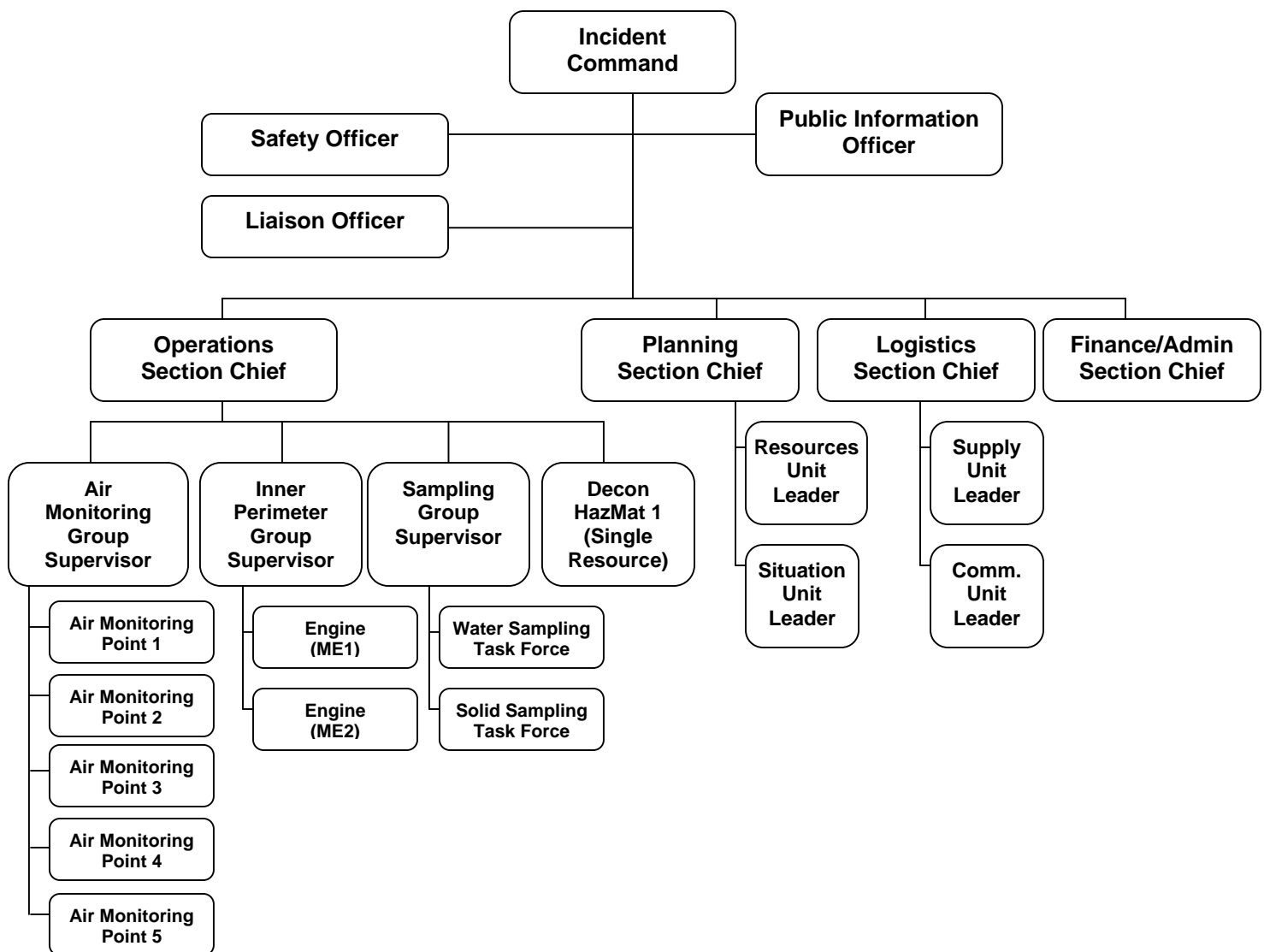
Applied Exercise: Scenario Update

Situation

It has been 48 hours since the controlled burn off has begun. Enough phosphorus has burned off that it is now safe to move the tank cars involved in the derailment. The outer perimeter has been released. Evacuees have been allowed to return, and businesses to reopen. The National Transportation Safety Board (NTSB) has completed its on-scene investigations.

Incident Command determines that the incident priorities will now be re-structured to focus on debris removal and cleanup rather than response.

Current Organization



New Incident Objectives:

1. Prevent injury to responders.
2. Evaluate structural integrity of rail bed to allow for safe removal of rail cars.
3. Maintain inner perimeter. Limit access to authorized personnel wearing appropriate Personal Protective Equipment (PPE).
4. Conduct soil and water sampling to determine extent of cleanup required.
5. Develop plan for turnover of site to contract cleanup and disposal company.
6. Demobilize surplus personnel and equipment.

Demobilization Plan Criteria:

- No personnel or equipment are to be released without specific instructions.
- Logistics will manage transport of personnel/equipment.
- Criteria for safe release of personnel, including medical issues, must be included.
- Reporting criteria to Demobilization Unit Leader must be included.
- Travel parameters, notification upon arrival, and time frames must be included.
- Release priorities must be determined.
- Release procedures must be determined.



Applied Exercise: Debrief

Instructions:

- Exchange your team's completed demobilization plan and closeout meeting agenda with another team.
- Take 5 minutes to review the other team's work. Each team spokesperson will:
 - Identify the strong points.
 - Describe how his or her team's approach differed and why.
 - Make any suggestions.

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.22

Visual Description: Applied Exercise Debrief

Key Points

Instructions:

- Exchange your team's completed demobilization plan and closeout meeting agenda with another team.
- Take 5 minutes to review the other team's work. Each team spokesperson will:
 - Identify the strong points.
 - Describe how his or her team's approach differed and why.
 - Make any suggestions.
- Convene the group and ask each team spokesperson to report on what his or her group learned during the exercise.
- Summarize the overall learning points.



Summary (1 of 2)

Are you now able to:

- Describe the importance of demobilization planning?
- Identify the impact of agency-specific policies, procedures, and agreements upon demobilization planning?
- Identify the ICS titles of personnel who have responsibilities in developing and implementing the demobilization plan and list their duties?

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.23

Visual Description: Summary (1 of 2)

Key Points

Are you now able to:

- Describe the importance of demobilization planning?
- Identify the impact of agency-specific policies, procedures, and agreements upon demobilization planning?
- Identify the ICS titles of personnel who have responsibilities in developing and implementing the demobilization plan and list their duties?



Summary (2 of 2)

Are you now able to:

- List the major sections in a demobilization plan?
- Identify the need for transfer of command or closeout?
- Identify the process involved in a closeout meeting?

Unit 7:
Demobilization, Transfer of Command, and Closeout

Visual 7.24

Visual Description: Summary (2 of 2)

Key Points

Are you now able to:

- List the major sections in a demobilization plan?
- Identify the need for transfer of command or closeout?
- Identify the processes involved in a closeout meeting?

Unit 8: Course Summary



Unit 8: Course Summary



Visual Description: Unit Introduction

Key Points

The purpose of this unit is to review the course contents and ensure that everyone has mastered the key learning points.



Review ICS-300 Course Objectives

Are you now able to:

- Describe how the NIMS Command and Management component supports the management of expanding incidents?
- Describe the incident/event management process for expanding incidents and supervisors as prescribed by the ICS?
- Implement the incident management process on a simulated Type 3 incident?
- Develop an Incident Action Plan (IAP) for a simulated incident?

Unit 8:
Course Summary

Visual 8.2

Visual Description: Review Course Objectives

Key Points

Are you now be able to:

- Describe how the NIMS Command and Management component supports the management of expanding incidents?
- Describe the incident/event management process for expanding incidents and supervisors as prescribed by the ICS?
- Implement the incident management process on a simulated Type 3 incident?
- Develop an Incident Action Plan (IAP) for a simulated incident?



Taking the Exam

Instructions:

1. Take a few moments to review your Student Manuals and identify any questions.
 2. Make sure that you get all of your questions answered prior to beginning the final test.
 3. When taking the test . . .
 - Read each item carefully.
 - Circle your answer on the test.
- You may refer to your Student Manuals when completing this test.

Unit 8:
Course Summary

Visual 8.3

Visual Description: Taking the Exam

Key Points

Instructions:

1. Take a few moments to review your Student Manuals and identify any questions.
2. Make sure that you get all of your questions answered prior to beginning the final test.
3. When taking the test . . .
 - Read each item carefully.
 - Circle or write your answer on the test.
 - Check your work and give the test to your instructor.

Note: You may refer to your Student Manuals when completing this test.



Feedback



**Please complete the
course evaluation
form.**

**Your comments are
important!**

Unit 8:
Course Summary

Visual 8.4

Visual Description: Feedback

Key Points

Thank you for completing the course evaluation form. Your comments are important and will be used to evaluate the effectiveness of this course and make changes for future versions.